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AUTHOR	Meyer, Robert S.; Rostvold, Gerhard N.
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ABSTRACT

This study represents a market analysis of the needs, habits and desires of business firms concerning their acquisition and utilization of the information required in their work in order to improve public library services to business and industry through cooperative library action. The key recommendations were: the public library should be the first point of contact, should become the coordinator of the library facilities of the community, and should establish a Committee of Cooperating Librarians; local businessmen should establish a liaison committee to advise the public library; the public library should improve its collection, expand its staff, take on some of the attributes of the special library, conduct a vigorous program to acquaint the economic community with its services and facilities, and re-examine financial resource allocations. It was further recommended that the proposed two-year demonstration program be funded and started to proceed toward the desired objectives. (AB)

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② THE LIBRARY AND THE ECONOMIC COMMUNITY ;

A Market Analysis of Information Needs of Business and Industry in the Communities of Pasadena and Pomona, California

by

① Robert S. Meyer
Library Consultant
Walnut Creek, California

with the assistance of

① Dr. Gerhard N. Rostvold
Urbanomics Research Associates
Claremont, California

This study was requested by the Pasadena and Pomona Public Libraries, members of the Metropolitan Cooperative Library System, and was funded by the California State Library, ④ Sacramento under Title I of the Library Services and Construction Act

③ Pasadena Public Library, Calif.

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⑤ May, 1969

ROBERT S. MEYER

Library Consulting and Research

1984 Tice Valley Boulevard
Walnut Creek, Calif. 94529

Telephone
934-9214

May 15, 1969

TO: Miss Marjorie Donaldson
City Librarian
Pasadena, California

and Mr. Raymond M. Holt
City Librarian
Pomona, California

It is a pleasure to transmit herewith the study The Library and the Economic Community, prepared in accordance with the Planning Grant Agreement with the Metropolitan Cooperative Library System.

This study represents a market analysis of the business firms in the Pasadena and Pomona areas, with respect to their needs, habits, and desires concerning their acquisition and utilization of the information they require in the course of their work.

In its desire to improve the flow of information to the economic community, particularly by taking the lead in coordinating the total library resources of the area toward this goal, the public library has a vital role to play in the well-being of the community as a whole.

As the first phase of an overall three-year program, this study has outlined the parameters of a proposed two-year demonstration period to follow. It will be exciting to observe the progress of the public library as it moves toward assisting every businessman by providing him with a reliable, efficient, and effective information resource. The importance of the public library to the community is certain to be enhanced and appreciated accordingly.

It has been a genuine pleasure and privilege to have been associated with this forward-looking project. I would like to express my gratitude to everyone who participated in the study - the librarians of the public, special, and academic institutions who were so generous with their time, and the many businessmen who consented to serve as representatives of the economic community.

Sincerely,

Robert S. Meyer

Robert S. Meyer

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SUMMARY

The last section of every chapter in this report is entitled "Conclusions and Recommendations," and covers the essential points within the subject scope of that chapter. By scanning those nine sections, which begin on Pages 14, 27, 54, 73, 90, 104, 120, 130, and 131, the reader can obtain a quick summary of the findings of this survey.

The key recommendations, briefly stated, are as follows:

1. Role: The public library should take on the role of being the first point of contact for the businessman who does not have his own company library but who needs some information.

2. Role: The public library should become the coordinator of the library facilities of the community, and should establish a Committee of Cooperating Librarians, including public, special, and academic librarians of the area.

3. Users: A Liaison Advisory Committee of local businessmen should be established to advise the public library on matters of selection, policies, and procedures, and to represent the library to the economic community.

4. Collection: The collections should be improved in many ways, but should include its traditional broad, general character as well as specialized materials.

5. Staff: Increases are needed particularly in telephone and reference personnel, but above all they must be personable and service-oriented.

6. Services: The public library must take on some of the attributes of the special library, with personalized, flexible, time-saving, user-oriented services.

7. Public Information: An active program to acquaint the economic community with services and facilities of the public library must be carried on vigorously.

8. Continuing Support: Financial and other kinds of support from the economic community should be stimulated and instituted in gradual stages, and library objectives should be re-examined to see that resources are allocated appropriately.

9. Implementation: The proposed two-year demonstration program should be funded and set in motion in order to proceed toward the desired objectives.

I. INTRODUCTION.

A. General considerations.

1. Background and need. This report covers the first phase of a three-year program to improve public library services to business and industry, using total community library cooperation as one of the major devices to achieve this goal. Although the investigation centered around the Pasadena and Pomona areas, it is hoped that the findings will have applicability elsewhere as well.

This first year was devoted to the planning required for a proposed two-year demonstration period to follow. Information on which the planning could be based was developed from a user-study of the economic community and from interviews with the directors of the major libraries in the area. The subsequent demonstration period would consist of the implementation of the recommendations developed from this planning study. It would also seek to evaluate the effects of the project, and to establish a program for continuing financial support after the demonstration period ends.

In December, 1966, George S. Bonn's study report entitled Technical Information for California Business and Industry, a Report to the California State Librarian,[1] was published. Following in the footsteps of the 1965 report by Lowell A. Martin and Roberta Bowler, Public Library Service Equal to the Challenge of California,[2] the Bonn report outlined a technical information network for California, and suggested how local community libraries, reader subject centers, research centers, and the California State Library might work together to serve the needs of California business and industry.

The report of a survey directed by Martha Boaz and entitled Strength Through Cooperation in Southern California Libraries,[3] also appeared in 1965. It assessed the state of public library service in a four-county area which includes the greater Los Angeles metropolitan area. It too looked toward improving library services through cooperative efforts.

The present study is set within the framework of the studies cited above. It uses the general orientation of the Martin-Bowler and Boaz reports, and deals with the particular kinds of library services and clienteles of the Bonn report, but in greater detail. It is actually a kind of "market analysis" for library services to business and industry located in the Pasadena and Pomona communities, whose public libraries are members of the Metropolitan Cooperative Library System.

Although many public libraries, including the two that are part of this study, are providing some useful services to the business firms in their communities, the effort generally is not nearly sufficient to match the need. A recent paper[4] which surveyed the situation on a national scale included the following observations:

> There is no question that public library service to industrial users falls short of the desired goals of supplementing the resources maintained by industry itself. The depth and breadth of informational media required to support production, research, and development activities are generally lacking in public libraries.
>
> Collections of inadequate size and unsatisfactory composition, an obvious inability to meet industrial needs locally, an abdication of public library service to other organizations, and the informed opinion of a majority of department heads themselves all point to the conclusion that service to industry in all but the largest public libraries is far from satisfactory. Only a handful of public libraries in this country are providing materials and services which even begin to meet the needs of industry.

This study is not concerned with trying to attach blame to anyone for the conditions described above. These inferior levels of present-day service to business and industry arise from the nature of basic library objectives that were developed in the past, from the recognized inadequacy of resources to meet all of those objectives adequately, and from the setting of priorities which determine just where the available resources will actually be applied. The question of objectives is discussed in Section IV.D. of this report, with the recommendation that service to the economic community be made a high-priority objective for the public library. Chapter VI examines the question of additional financial resources.

2. Justification for public library participation. The question is occasionally raised as to whether the public library ought really to be this concerned with serving the needs of the economic community. Some persons feel that business and industry have enough money to provide for their own information needs, and should not be entitled to public library services that are given to individuals who live in the community. However, it is important to recognize that businesses are taxpayers too, both as companies and as the individuals who work in them, so they are entitled to the services that are given to other taxpayers. They too are residents of a kind. In addition, anything that assists those firms should thereby eventually benefit the city as well, through the employment and commercial activity they bring to the area. Furthermore, contrary to widespread belief, this study shows that private industry rarely does have the space, personnel, or know-how to provide its own information services.

The foregoing considerations suggest that in this field of endeavor, the public library can and should play a unique and necessary role of leadership and coordination. Instead of maintaining mediocre services to business and industry, it should increase them greatly, and become the main point of contact between the economic community and the information it needs to grow and prosper.

To emphasize the value of this service to the community, Wheeler and Goldhor state the following in their landmark volume[5] on public library administration:

> In a city nearing a population of 80,000 or 90,000, the librarian and trustees need to consider whether to justify added cost for what many regard as their most significant service to the community. A well-administered, community-focused technical and business department, for example, may have a stimulating influence on local industry and trade. If its services could be measured for dollar value to each patron, it could be proved in many cities that the benefit far exceeds the cost.

For comparison with the population figures mentioned in the above quotation, the city of Pasadena has a population slightly in excess of 125,000, and Pomona's is 85,000. Therefore both communities fall within the scope of the paragraph cited, especially when one recalls that they also serve as reader subject centers for the public libraries in their surrounding communities.

3. Community analysis. This study is based upon the premise that intelligent and effective library planning can proceed only from a knowledge of the needs, habits, and desires of the intended users of the service. It begins by asking local businessmen about their information-gathering methods and problems, their internal and external sources of information, and their opinions about present and proposed services from the public library.

By interviewing and sending questionnaires to businessmen in the local communities, uniquely valuable information was elicited directly from those whom the expanded services are to serve. By interviewing the directors of the major academic and special libraries of the same communities, the problems and prospects of developing more effective interlibrary cooperation to serve the needs of local businessmen were identified and explored. By interviewing the directors and department heads of the two city public libraries and the cooperative system of which they are members, and the Los Angeles Public Library (the research center for the region), information was gleaned which could lead to more effective cooperation among different levels of the area's public library network.

The importance of community analysis as a basis for library planning was stressed in the Bonn report[6] as follows:

> Outsiders and librarians both agree that all too many public libraries today are offering service to a largely unknown and anonymous public, earnest service, to be sure, and remarkably diversified, but at the same time quite impersonal and group-oriented. Maybe this kind of service is as it should be, or as it only could be, but even the best service, for it to be effective to business and industry, must also be particular and personal and adjusted to the individual.
>
> Perhaps the only way for a library to find out who the individuals and the groups are in its community is to make a thorough community analysis. The requirements for determining the reading needs of an industrial concern serve to illustrate the extent to which the surveyor must be prepared to go in consulting personal sources. They serve also to reveal why the suggestion is made that this stage of a community survey might well extend over a whole year. (Quoting Lowell Martin, The Library and the Community, p. 212.)
>
> Librarians have generally little more than the vaguest notion concerning public reactions to their institution, and surely it would be difficult to devise a better corrective to this lack than actual contact with the public itself. To limit contact to those who actually come to the library is to miss the persons whose disgruntlement may militate against their coming, or whose timidity or lack of information concerning the library effectively blocks them. (Quoting Leon Carnovsky, The Practice of Book Selection, p. 24.)

The information developed from this community analysis proved to be quite useful in formulating the recommendations contained in this report. The value of community analysis is such that it should be continued as a permanent part of the library's operations, for several reasons:

1. It can reveal changes taking place in the economic community.

2. It can provide a basis of evaluation for new or proposed programs.

3. It keeps the library staff more intimately informed of the needs of the community.

4. It makes the library more keenly aware of its strengths and weaknesses in meeting those needs, and helps keep the service user-oriented.

5. It creates a better-informed clientele and a desirable public image for the library in the eyes of its community.

Although this community analysis centered around the Pasadena and Pomona areas, the two cities encompass a wide range of businesses and industries of various sizes and types that might be found in many other localities. Therefore it is hoped that the findings of this study will have applicability to other cities and library systems throughout the State.

To provide guidelines within which to establish the priorities and operational parameters of the field survey, a special 36-page report on the two communities was prepared by Urbanomics Research Associates of Claremont, California.[29] It was entitled "An Economic Profile of Pasadena, California and Pomona, California." For each community, the special report incorporated a summary of population, employment, and other economic data, highlighted their basic economic characteristics, and identified the forces producing changes in their economic structures. The background information and economic analyses were extremely helpful in providing orientation and other insights prior to selecting the sample and beginning the survey, and also in the interpretation of the findings.

B. Objectives of the study.

In proceeding toward the long-range goal of improving library services to the economic community through cooperative library action, the following objectives were adopted for this study:

1. To perform a market analysis of the economic community's needs, habits, and desires concerning their acquisition and utilization of information required in their work.

2. To develop the roles, objectives, and functions most appropriate to the public library in expanding its services to the economic community.

3. To discover shortcomings and obstacles that exist in the services presently being provided by the public library, and to suggest remedies for them.

4. To discover the most effective means to improve communications between the public library and the economic community.

5. To identify other library resources of value to the economic community, and to develop ways and means of coordinating them in a cooperative effort for the benefit of all parties concerned.

6. To establish the parameters of a subsequent two-year demonstration program for total library service to the economic community, based upon the foregoing analyses, and including the cooperation of academic and special libraries with the public libraries.

7. To explore various means for obtaining continuing financial support from the members of the economic community who will be benefited by the expanded services.

8. To suggest areas of investigation which should be explored in future studies leading toward the long-range goal described above.

C. Methods used in the study.

The primary methods used to obtain the information needed for this study involved the use of specially-prepared and field-tested interviews and mailed questionnaires. The samples of firms were selected on the basis of type and size of industry, as described in Section I.E. Just prior to the start of the interviewing period, publicity announcing the study was kindly furnished by the local Chambers of Commerce. Appointments for all interviews were arranged by telephone in advance.

Not knowing the internal structure of any firm prior to the interviews, the first attempt was always to try to interview the head of the company. In many cases he would suggest that a particular subordinate person be interviewed instead, someone whose position in the firm required him to be especially concerned with matters of information usage and needs. Whenever the company had a special library, the librarian was always interviewed.

The above techniques proved to be quite successful. In 71 attempts, there was only one firm that declined to be interviewed, and in that case an Assistant Manager was speaking in the absence of the head of the firm. When the nature of the study was described to the prospective respondents, their first reaction would often be that they doubted that they would have much of importance to say on the topic. During the course of the actual interviews, however, most respondents would have their appetites whetted by the questions and by the prospect that something might be done to improve their access to the information they require. In the later stages of the interview, when their opinions and evaluations of present and proposed services were asked, they were sufficiently "warmed up" and cognizant of the subject matter under discussion to provide valuable information.

Although an interview study provides richness in depth of information that cannot be obtained in other ways, it has the limitation of not being able to cover as wide an audience as might be desired. Therefore, as a means of obtaining additional information from more firms, a mailed questionnaire was also prepared and was sent out to many companies in the communities, as described in Section I.E. The questions naturally had to be fewer in number, multiple-choice rather than open-ended, and insofar as possible, incapable of being misunderstood or of requiring further explanation or interpretation.

Another major portion of the study deals with interlibrary cooperation among various types of libraries in the communities. To explore the present and prospective ideas for increased cooperation, another interview schedule was developed and used. It served as a basis for discussion with the directors of five academic libraries, nine special libraries, and three departments of the Los Angeles Public Library. Interlibrary cooperation is discussed in Chapter VII.

Copies of all the questionnaires appear in Appendix III of this report.

One additional series of interviews was performed, using a topical checklist rather than an interview questionnaire. This series was with the directors and several staff members of the two city libraries involved in this study, and the cooperative system of which they are members.

The richness of information that is obtained by such in-depth interviews unfortunately is difficult to classify, codify, and tabulate, by its very nature. Nevertheless, the responses to the many open-ended questions were sifted again and again until they could be collected together into categories of responses which would not unduly distort the content of the answers.

D. Economic profiles of the communities.

1. Pasadena.

Pasadena is one of the oldest and most stable communities in Los Angeles County. The population of the city was slightly in excess of 125,000 persons at the end of 1968. In recent years, population growth has proceeded at a moderate pace.

The employment base of the Pasadena community labor market is currently in the neighborhood of 104,000 jobs. The service industries account for nearly one-third of the city's total employment. Wholesale and retail trade rank in second place, providing one-fourth of total employment. Manufacturing lines of activity rank third in importance, accounting for 17 percent of the employment base of the community.

Like Pomona, the city of Pasadena has excellent railroad service, and within five years, freeway access to the city will be greatly improved. Pasadena's future industrial growth will be seriously impeded by the fact that only six acres of vacant industrial land are available to accommodate future development. In this sense, Pasadena has reached a stage of maturity as far as industrial development is concerned.

Pasadena has 35 major manufacturing firms employing 100 or more persons. Four manufacturing firms and three non-manufacturing enterprises each employ more than 1,000 persons.

It is reasonable to assume that the primary economic functions of the city in the future will be concentrated in the services, retail trade, and finance fields. There is little to suggest by way of an upsurge in manufacturing employment in the near future. The cultural functions of the community will undoubtedly expand in the years ahead.

2. Pomona. The city of Pomona, with a population of 85,000 persons, has historically served as the economic and governmental center of the Pomona Valley.

Total employment in the Pomona community labor market area was in excess of 58,000 at the end of 1968. Four lines of economic activity, Manufacturing (30%), Services (20%), Trade (18%), and Government (17%), account for 85 percent of total employment. Employment continues to increase at a sustained pace.

There are 22 major manufacturing firms employing 100 or more persons in Pomona. Three of the firms employ over 1,000 workers.

The community has an ample supply of vacant industrial land. It is served by an excellent railroad and freeway transportation system. The prospects for continued industrial development are excellent.

Looking to the economic future of the city of Pomona, it would appear that the historical commercial leadership function of the community is being challenged by the new Montclair Plaza regional shopping center. On the positive side, it is clear that industrial and service employment and the governmental functions of the city will continue to increase during the next several decades.

Note: The foregoing brief economic summaries of the two communities were condensed from the Urbanomics Research Associates report, mentioned earlier on Page 5, that was especially prepared for this survey.[29]

E. Selection of the sample.

The sample firms were selected by Dr. Gerhard Rostvold and Mr. L. Channing Day of Urbanomics Research Associates, Claremont, California. The City Librarians of the cities of Pasadena and Pomona also assisted in the selection of firms to be interviewed. The Chamber of Commerce printed directories for the two cities formed the basic lists from which the sample was chosen. Several additional firms were included in the survey sample as a result of suggestions received from some interviewees during the course of the project.

In order to represent the types of firms that account for the largest proportion of employment in the two areas, the following four types were selected for study:

1. Services. (1st in Pasadena, 2nd in Pomona)
2. Trade. (2nd in Pasadena, 3rd in Pomona)
3. Manufacturing. (3rd in Pasadena, 1st in Pomona)
4. Financial. (4th in Pasadena, 6th in Pomona, excluding Government)

Within each pertinent industry category of the directories, such as "Banks" or "Department Stores," for example, an attempt was made to select firms of different sizes. The number of categories and firms selected was dependent on the number of interviews that could be performed within the economic and time limitations of the study. A list of the categories and firms appears in Appendix I.

Since mailed questionnaires can be employed to "blanket" a category of potential respondents, questionnaires were sent to every firm listed in the subject categories believed most likely to contribute useful information to the study. A list of the categories and responding firms appears in Appendix II.

F. Characteristics of the sample.

The number of firms in the sample, their number of employees, the types of industry, and their number of years in business, are displayed in Table 1.

The 28 per cent response to the mailed questionnaire is considered quite good for surveys of this nature, and the data produced from them is considered meaningful. When the number of employees is considered, the sample is seen to contain a representation of all sizes of firms in each of the areas studied.

There are more firms represented in the sample from Service and Manufacturing than from the Financial and Trade industries. This was partly intentional, because of the large number and divergent nature of firms in the first two industries. It was also felt that those two categories would produce more information for this study, because their known dependence on publications requires them to be more library-oriented and to have opinions about library operations that would more likely be based on recent experience.

Although age of the firms was not a criterion of selection, the firms were asked the number of years they had been in existence in the city being studied, in order to provide possible insights into differences between the information-use patterns of "old" and "new" firms. Although only about one-seventh of the firms in the sample can be characterized as "new" under the definitions employed, the two primary criteria of selection (size and industry) did not permit a more equitable sample distribution by age of firm. Even so, a few observations can be made at various points in the report concerning the effects of age upon a firm's information-gathering habits.

TABLE 1: CHARACTERISTICS OF THE SAMPLE

	Pasadena	Pomona	Total
Number of firms			
Firms interviewed	30	40	70
Questionnaires mailed	190	91	281
Questionnaires returned	52	27	79
Percentage returned	27%	30%	28%
Sizes of firms (no. employees this location)			
Large (100 or more)	18	18	36
Medium (11-99)	34	31	65
Small (10 or fewer)	26	18	44
Did not answer	4	0	4
Types of firms			
Financial	11	4	15
Services	43	33	76
Trade	10	7	17
Manufacturing	18	23	41
Ages of firms (no. years in this city)			
New (5 years or less)	10	12	22
Old (6 years or more)	67	54	121
Did not answer	5	1	6
Total firms responding	82	67	149

G. Conclusions and recommendations.

There are many values to be obtained from performing a user study as a basis for library planning. First of all, it enables our decisions to be based on an objective market analysis of the needs, habits, and desires of the intended recipients of the service. Although an individual may feel that he has a good grasp of his audience's preferences from less formal means of analysis, his beliefs and recommendations will have a sounder foundation and will be more readily accepted by others if they arise from an organized user study.

Secondly, the understanding that the librarian gains from the user is far richer in content and depth than can be obtained from secondary sources. By such means, the librarian can achieve a greater appreciation for the information contained in his library -- who uses it, what do they use, how do they use it, why is it used or not used, etc. Furthermore, he can find out what kinds of collections or services he should add or drop, based on their actual value to the recipient.

And thirdly, there are many "fringe benefits" to be gained from user studies, the primary one being an increased awareness on the part of the respondent, of the services and facilities that are already existing and available to him. Another extra benefit is in the field of public relations -- the respondent's appreciation for the librarian's desire and willingness to solicit his opinions about the library. Such appreciation can well result in greater community support for the library's programs in the future.

Therefore it is highly recommended that a continuing effort be carried on in community relations of this sort. The head of the library service for business and industry should try to perform at least one new interview every day, as a regular and routine part of his duties. These interviews will not only have the benefits described above, but can also serve the important function of evaluating how well the new programs are being received, and suggesting remedies for new problems as they arise.

Although it may look deceptively easy, interviewing is not something that can be done proficiently without a certain amount of training and experience. Those librarians who wish to initiate such studies in their own localities are highly encouraged to do so, but should consult first with competent and experienced persons in this field. Assistance can thus be obtained for outlining the objectives, special problems, and operational procedures that should be considered before the project is begun. Such individuals may often be found within the various governmental departments of which the public library is a member, and there are private consultants and firms who are active in the field. If the librarian decides to perform the survey himself, he may benefit from reading textbooks and other guides that will help him acquire a background in sample design, questionnaire construction, and interviewing techniques.

II. INFORMATION NEEDS AND SOURCES OF SUPPLY

A. Introduction.

Before inquiring into the details of the economic community's use of the public library, it is important to establish perspective by first considering the larger picture, that of the firms' information-gathering habits in general. The public library is, of course, only one of many potential sources of information for the businessman.

The most obvious information source that a firm might use would be that which exists within the company itself. It would be expected that most information seekers would look first to their internal collections that presumably were accumulated largely on the pragmatic basis of what had been found to be useful in the past. Section II.B. deals with the nature of these internal information resources, the personnel responsible for maintaining them, and an evaluation of them by the firms themselves.

The next area of inquiry considers briefly the whole world of external sources of information. To achieve an understanding of the place held by the public library in that world, we must try to comprehend the various places a firm will go when it is faced with a problem for which it needs information beyond that which is contained within its own walls. Section II.C. is concerned with the frequency of use of a variety of external information sources, and the kinds of employees who make those outside contacts for the firm.

B. Internal information resources.

During the course of the interviews, an attempt was made to obtain a brief description of the information resources that the firms maintain internally. This examination was not performed in a highly detailed fashion, because of the need to use the interview time for other questions as well. The respondents often would not have been able to provide more specific data without going to considerable trouble or calling upon other members of the firm to provide supplementary information. Nevertheless, several interesting generalizations can be drawn from the data obtained, which are displayed in Table 2.

A broad characterization was made of the degree of organization utilized for the internal information resources. The distinction was drawn as to whether those resources were entirely decentralized and located only at the desks of individual members of the firm, or whether a collection was gathered together in a centralized location for multiple access by several members of the firm, or whether there was really no identifiable collection of informational materials on the premises. The various kinds of "centralized location" covered a spectrum ranging from merely an office bookshelf at one extreme, to a table where publications were stacked, to a closet or room that was designated for the purpose, to a professionally-staffed formal library at the other extreme.

Table 2 indicates that, for the entire sample, both extremes of internal information resources are found in approximately equal proportions. About one-tenth of the firms have no identifiable collection of publications anywhere, while the same proportion have a professionally-staffed formalized library. The frequency of centralized collections is about the same for both cities, but Pasadena firms are more likely to have formal libraries, reflecting their greater involvement in research and development activities. Pomona firms, on the other hand, are more likely to have collections located only at the desks of the individuals who need them, which is typical of small manufacturing operations. Two of the firms that have libraries are medium-sized research organizations, and the remainder are

TABLE 2: INTERNAL INFORMATION RESOURCES

(in percentages)

	Pasadena	Pomona	Total
Degree of organization			
No identifiable collection	11	8	9
Individual collections only	14	32	25
Centralized for multiple use	54	58	56
Professionally-staffed library	21	3	10
	100	100	100
Person responsible			
No one responsible	32	54	45
Secretary or clerk	25	23	24
Professional or technical person	7	10	9
Member of management	14	10	12
Professional librarian	21	3	10
	100	100	100
Size of information staff			
Less than 1 full-time person	76	95	86
1 to 4 full-time persons	10	3	6
4 or more full-time persons	14	3	8
	100	100	100

large-sized manufacturers with strong research and development programs. All of the firms that had no identifiable collections were in the Trade and Manufacturing industries, but size did not seem to be relevant, as half of them were medium-sized and half were large-sized. No small-sized firm fell into either organizational extreme, all of them having some informational materials located either at individuals' desks or collected centrally for the use of more than one person, but not to the extent of having a formal library.

The interviewer also asked about the approximate amount of money the firms were spending annually for the purchase of publications, but only 22 respondents were willing or able to provide an answer. An inspection of the responses revealed that the higher the level of expenditure, the more firms were willing or able to provide a figure. The responses to this question have not been tabulated because of the bias thus introduced. It is worthy of note, however, that nine firms reported spending more than $1,000 per year on publications, six of whom are large-sized manufacturers. Five of these firms have professionally-staffed libraries within the company, and two others are professional firms (attorneys and accountants) who maintain large but unstaffed libraries in their offices. Thus it can be concluded that not many firms allocate large sums of money to collecting publications for their own use, contrary to popular belief.

The respondents were also asked to identify the person in the company who is responsible for the internal information facilities. Table 2 indicates that in almost half of the firms, no one is responsible for this function. This situation occurs more frequently in Pomona firms, which is consistent with the earlier finding that Pomona firms are more inclined to have collections located only at the desks of the individuals who use them. In another fourth of the firms, a secretary or a clerk is assigned the responsibility. Thus almost three-quarters of the firms do not have a professional, technical, or management employee handling their internal information resources.

In addition to ascertaining who was responsible for the internal information facilities, an attempt was made to estimate how many full-time-equivalent persons were employed in the firms' information-handling operations. Table 2 again indicates the greater degree of literature orientation of Pasadena firms. One-fourth of the Pasadena firms had at least one full-time person engaged in information-handling activities, contrasted to the six per cent of Pomona firms who did likewise. The predominant information manpower level of most firms, however, is seen to be less than one full-time person, most typically a part-time duty of someone whose primary responsibilities are in other activities. It is revealing to note that all of the firms in the one-to-four manpower bracket are in Service industries, while all of the firms at the four-or-more level are Manufacturers.

The respondent firms were also asked to identify the strengths and weaknesses of their internal collections. Virtually all of the comments concerning strengths dealt with the subject specialities that are of central importance to the company, as might have been expected. If the firm collected any informational material at all, it would most likely be in their primary subject interests. Several respondents remarked, in fact, that their collections are better in those chosen subject fields than they believe exist practically anywhere else, thus literally becoming a real asset to the company. Potentially, these special collections could benefit the entire community as well, to the extent that cooperative relationships can be established, as discussed further in Section VII.C.

The other side of the coin was seen when weaknesses of internal collections were discussed. Most firms identified their information weaknesses as being in those subject areas that are peripheral and not central to the company's operations. In other words, they felt that they were somewhat the victims of their own high degree of specialization, and recognized that specialized collections in depth still require frequent assistance from broad, general collections that are inclusive of other fields.

A few respondents identified another type of problem: they are dissatisfied with the information system or internal organization they are using for the arrangement and exploitation of their internal information resources. They indicated that they would welcome assistance from persons who are knowledgable about such matters, and that perhaps the public library could help out in this regard.

C. External sources of information.

Each respondent was asked to indicate the external sources of information that his firm had utilized during the past year. Interviewees who had difficulty marshalling their thoughts on this question were prompted by a rephrasing which asked them, "When you don't have the answer to a question or a problem here in your own plant, what outside sources of information have you utilized this year to help you get the answer?" The various information sources that were cited are shown in Table 3, in descending order of the frequency with which they were named.

The Chamber of Commerce is seen in Table 3 to be a primary outside source of information used by the respondents. This high frequency may be partially due to the fact that the respondents were selected from the Chamber of Commerce directories in the two cities, but undoubtedly reflects also the pertinence and usefulness of the information the firms are receiving from that source. The public library should therefore expand its cooperative efforts with the local Chambers of Commerce, so as to utilize each other's services, facilities, and channels of communication for the benefit of the economic community. Although the Small Business Administration was called upon less often, its goals are similar in many ways, so the public library should seek increased cooperation with that agency for the same reasons.

The public library was also named frequently, just about half of the respondents having used it during the year. It might be suspected that the high response is partially due to the fact that all of the respondents knew the purpose of the

TABLE 3: EXTERNAL INFORMATION SOURCES USED THIS YEAR

(in percentages)

	Pasadena	Pomona	Total
Local Chamber of Commerce	50	54	52
Public libraries	56	45	51
Suppliers of equipment or materials	50	48	49
Government agencies, other than S.B.A.	45	46	46
College or university libraries	32	25	29
Libraries of other organizations	33	9	22
College professors or laboratories	17	18	17
Trade and professional associations	18	15	17
Home Office of the respondent firm	13	13	13
Small Business Administration	13	12	13
Individual specialists	5	9	7
Competitors	1	12	6
Customers	4	0	2
Miscellaneous	12	10	11
Did not answer this question	4	7	5

study and the affiliation of the investigator. However, a slightly different question on the same topic, asking for the specific number of times the respondents used the public library this year, yielded even higher figures. Incidentally, the respondents did not confine their public library use to the city libraries of Pasadena and Pomona, as discussed in Section III.B., and the usage figures presently under consideration reflect the use made of all public libraries taken together, regardless of location.

Other studies have indicated the importance of suppliers, customers, and competitors as sources of information for business and industry.[7] It is generally recognized that supplier firms are consulted quite frequently about manufacturing problems concerning raw materials, manufacturing processes or equipment, quality control, product improvement, and new product development. It is lesser known, however, that customers and competitors also are valuable sources of information, the customer assisting primarily with new product development and the competitor with problems concerning manufacturing processes or equipment, and with quality control. In many respects, a group of competitors will consider themselves colleagues. They often exchange information with one another, not only through their professional, trade, and industry associations, but also on a direct personal basis with individual counterparts in other firms.

It is important for the library community to recognize the role of these lesser-known, less formal information sources, so that library services can be designed to complement them rather than compete with them or ignore them. Some librarians are concerned with the question of whether information obtained by such means is really "respectable" and reliable, but we must assume that it is if the user does, and try to facilitate it. The public library should therefore maintain a good and up-to-date collection of trade catalogs and buyers' guides, and should establish a file of information about local business firms, who themselves will be potential suppliers, competitors, or customers of other local firms.

The frequent use of Government agencies suggests potential roles for the public library in furnishing guidance to the specific agencies and individuals who would be most appropriate to assist individual firms with their problems. In addition, the provision of government documents is a related important need, as brought out in Section IV.A.

The college, university, and special libraries that were used by the businessmen were consulted primarily because of their special collections. Although the public library should duplicate some of that material for its own collection, it could serve another related function by using those other libraries on behalf of the businessman, thereby eliminating much of the necessity for him to go to the trouble of using them himself. In addition, the public library should take the lead in coordinating the library resources of the community, as discussed in Chapter VII.

College professors, laboratories, and individual specialists play a unique role in supplying expert and highly detailed information to business firms. The public library could not and should not try to duplicate such expertise and special competence. It should, however, serve a valuable related function in providing firms with directories and guidance to the existence and location of such specialized information sources.

Trade, professional, and industry associations often have as one of their primary functions the furnishing of reliable and up-to-date information to their members. Many members pay dues to such associations primarily to receive these informational benefits, in fact. The information workers for these associations often become frequent users of the public library, so by providing good service to them, the library is indirectly assisting the economic community. In return, the associations can furnish valuable reference assistance to the public library. Their publications are usually of high quality and of obvious relevance too, so the library should have a good representation of them in its collection.

Those firms who have a Home Office located elsewhere make very frequent use of those headquarters facilities when they need information of almost any kind. Many Home Offices maintain their own special libraries, in fact, and one of their functions is to furnish both oral and published information to the branch outlets. The Home Office prepares and distributes policy and procedure manuals, instruction courses, marketing information, etc., and its special library answers reference questions and distributes publications. Subject specialists will also be located in the Home Office for assistance to the branches. Thus the manager of a local service outlet of a large chain is provided with most of the information he needs from his Home Office, and will therefore not be as frequent a public library user as managers of independent enterprises. The branch manager may lack the autonomy or the need to pursue the kinds of individual projects which might require additional information assistance from the public library.

The responses of Pasadena and Pomona firms in using outside information sources were fairly similar, with two exceptions. Pasadena firms used libraries of other organizations much more frequently, possibly because of their greater activity in research and development, their greater number of special libraries to be exploited, and their greater employment of special librarians to exploit them. Pomona firms, on the other hand, made use of competitor firms much more often, perhaps because they are a more closely coordinated group, being fewer in number and in a more limited area, and somewhat more remote from other convenient sources of information.

As a further step toward better understanding the industrial information user, each of the respondents to the mailed questionnaire was asked to provide the job title of the person who usually contacts the outside sources of information that may be needed by the firm. The results are shown in Table 4, which reveals that members of the management of the majority of the firms make such outside contacts for information themselves, and do not delegate this function to others. Pasadena firms are more likely to delegate a professional or technical person to this acti-

TABLE 4: EMPLOYEES WHO CONTACT OUTSIDE INFORMATION SOURCES

(in percentages)

	Pasadena	Pomona	Financial	Services	Trade	Manufacturing	Total
Owner, officer, management	55	67	86	68	56	17	59
Professional or technical person	17	8	0	16	11	17	14
Librarian or information specialist	2	0	0	0	0	8	2
Administrative asst., office manager	12	17	0	8	22	33	14
Secretary or clerk	14	8	14	8	11	25	12
	100	100	100	100	100	100	100

vity than are Pomona firms, which is consistent with the greater research and development composition of their staffs.

The tabulation by type of industry indicates that the Financial firms greatly prefer to have their officers or management make the outside contacts for information. About one-third of the Trade firms let an office worker make the outside contacts, but the Manufacturers follow that practice more than half the time. The Manufacturing industry is also characterized by its wider scattering of this responsibility among all levels of employees, having some representation in every category.

These findings provide some indication of who is likely to be "on the other end of the line," when the library receives a call for information assistance. They also indicate the kinds of persons who should be the targets of the public information programs discussed in Section IV.C., since it is these persons who will most likely use the public library on behalf of their firms.

D. Conclusions and recommendations.

1. The number of special libraries in the two communities is small enough that the public library should try to maintain personal contact with most of them, to the mutual benefit of all parties concerned. Such relationships should benefit not only the firms in which special libraries are located, but by leading to greater interlibrary cooperation, should benefit the entire community.

2. Since about two-thirds of the firms have some centralized location for informational materials, the public library should send out a durable and informative card for the firm's retention and posting at the point of centralization. The card could list the library's major collections, services, and facilities, and could furnish details such as the library's telephone number, address, hours of service, etc.

3. Since 90 per cent of the firms have no librarian to maintain liaison with the public library, but have their office collections taken care of by a variety

of people as a part-time interest, the point of contact between the public library and the firms without their own libraries should be the head of the firm, at least during the early phases of the program. In about 60 per cent of the firms, outside contacts for information are ordinarily being made by a member of management anyway. The head of the firm may designate someone else to receive announcements and otherwise serve as liaison with the public library as the nature and frequency of those contacts become evident.

4. Broad, sound, general collections will be required in the public library to serve the needs of the economic community. If firms maintain their own collections at all, they are highly specialized, and are recognized by the firms themselves as being inadequate in other areas of interest. Contrary to popular belief, most of the firms do not have a collection beyond a minimal size, so it is evident that the public library can serve a highly useful function in augmenting those relatively meager internal information resources.

5. The public library should offer some assistance to those few firms whose information collections are sizeable but lacking the degree of retrieval effectiveness that the firm desires. Such services can be provided by sending a qualified person from the public library's staff to visit the firm and make recommendations; or by contacting the local chapter of the Special Libraries Association, who will ask its Chapter Consultant to do the same thing, possibly for a fee; or by referring the matter to a private consultant in the field of special libraries or information systems. It was suggested that the public library itself could establish and maintain special libraries for firms on a fee basis, but this is not a good idea, for several reasons: (a) The amount of time and expertise required in that effort would dilute the force that is needed for the primary objective of providing better service to all firms in the community; (b) The public library staff members may find themselves in undesirable conflict-of-interest situations where their objectivity could be challenged because of the financial benefits the public library might derive from their decisions or recommendations; and (c) Re-

putable library and information consultants are available to perform such services, thereby making it unnecessary and undesirable for the public library to compete with the private sector in this activity.

6. Since the Chamber of Commerce is a frequently-used source of information for business firms, the public library should establish intimate contact with the local office for a mutually beneficial exchange of ideas and information. It would be hoped that the public library might be permitted to avail itself of the Chamber's channels of communication with the economic community when special announcements are desired, or perhaps even on a regular basis. On the other hand, perhaps there are ways in which the public library could be of greater assistance to the Chamber than it presently is, in helping to furnish answers to the requests for information that the Chamber receives from its members.

7. The possibility of setting up similar mutually beneficial relationships with the Small Business Administration should also be explored, since its objectives are along similar lines. A smaller number of firms receive information from this source, but the S.B.A. does publish many guides for the businessman that the library should know about and utilize whenever appropriate.

8. Similar relationships should be explored in regard to the trade, professional, and industry associations that furnish a great deal of authentic and relevant information to their members. A number of respondents identified that kind of information service as being one of their major reasons for belonging to those associations. Not only should the public library acquire most of the publications from those organizations, and set up mechanisms for referring appropriate questions to them, but the library should also endeavor to provide a high level of service to those associations, who in turn will be assisting the economic community by channeling the information to their members.

9. The public library should serve a directory or guidance function in assisting firms to learn about and to contact the suppliers, potential customers, competitors, government agencies and officials, consultants, laboratories, associa-

tions, and other information sources that have been identified as being important to them. The time is long past (if it ever really were here) when a librarian could insist that the answer to a user's question must be found in the library's collection or not at all. The "switchboard" function, putting information seekers in touch with those who might have the answers, is a necessary and valuable service that is required by the complexity of today's society.

10. The public library should serve a coordinating function in using other libraries on behalf of the businessman, thereby eliminating much of the present necessity for him to make those time-consuming trips himself. Furthermore, the public library staff would be able to improve the process considerably by employing its expertise to do such things as: (a) use its own indexes to locate the desired material in its own collection, (b) use its existing arrangements to locate it in the Metropolitan Cooperative Library System, (c) use its bibliographic tools, union lists, personal judgment, etc., to locate it in other libraries, (d) exploit the collections of other libraries more effectively by more expert use of card catalogs, or by gaining access to stacks that are closed to the general public, etc., (e) borrow the material, or obtain a photocopy, on behalf of the requester, which might include material that would not be allowed to circulate to the general public, and finally, (f) locate comparable material if the specifically-requested item is unavailable. The public library should be able to promise the businessman that he can actually get better and more complete service by contacting the public library first for his information needs, and letting the public library take whatever steps may be necessary for him to get the required material.

11. The combination of limited internal information resources on the one hand, and limited manpower or expertise in information-gathering on the other, points quite unmistakeably to a vital function that the public library can and should serve for the well-being of its community. It should take unto itself the role of being the "company library" for that great majority of firms that do not have special libraries of their own.

III. USE OF THE PUBLIC LIBRARY BY BUSINESSMEN.

A. General considerations.

As is often the case, very little data and few statistics were available in the two public libraries which could distinguish service to the economic community from services rendered to the library's clientele in general. Detailed records had been kept of such relevant services as telephone requests received, reference questions answered, books circulated, etc., but there was no convenient way to ascertain what proportions of those figures pertain to local business firms as differentiated from other users served by the libraries.

A series of user surveys made by the local public libraries a few years ago furnish some general information about public library usage for business purposes.[8-10] All visitors to the library on a given day were asked the purpose, reason, or motivation for their visit. Those who answered "For help in occupation" comprised the following proportions of the total body of users:

Pasadena Central (1964 survey)	- 13.7%
Pomona Central (1964 survey)	- 13.1%
Pomona Central (1964-66 surveys)	- 16.5%

The survey of the Los Angeles Public Library,[11] for those who answered "Job-connected research" to similar questions, obtained the following figures:

Use of the library today	- 20.2%
Last use of the library	- 18.5%
Telephone calls received	- 44.6%

These figures tend to bear out the data presented in various other sections of this report which indicate that (1) Businessmen will use the collections that bear the greatest promise of satisfying their needs, (2) The public library is used much more for non-business purposes than for business purposes, and (3) businessmen place a very high value on such time-saving conveniences as telephone reference service.

B. Use for business purposes.

1. Frequency of use. In Section II.C., it was noted that 51 per cent of the firms named the public library as one of the outside information sources they had used during the year. Using a different approach, a later question asked the firms for the number of times in 1968 that they had used the public library for business purposes. The results are shown in Table 5. There is a slight discrepancy between the answers to these two questions, with 58 per cent of the firms saying they used the public library for business-related information this year. The difference may have been caused by the fact that the "outside sources" question was asked earlier than the "frequency of use" question, and the public library was only one of nine outside sources listed. The attention of the respondents was focused on the public library in particular during the latter question, which could account for the higher figure.

Table 5 indicates that the Pasadena firms used their public library for business information slightly more frequently than did Pomona firms, on the whole. However, if we ignore for the moment those firms who did not use the public library at all, and those who did not answer the question, we find that the median for both sets of users is the same. Thus there is an indication that once a firm becomes a user of the public library, its frequency of use will be independent of which city it is in.

The frequency of use varies according to the type of industry in which the firm is engaged. For all respondents, the Manufacturing firms have the highest median, Services are second, and Financial and Trade firms both have a median of zero. For users only, however, Services lead, followed by Manufacturers and Financial firms, with Trade firms being last. Thus it is seen that Manufacturers and Services use the public library most often, possibly because they are more oriented to science, technology, research, and development. It could also be due to their having a greater number of special librarians, who are known to use information resources more than other employees, since it is their function.

TABLE 5: FREQUENCY OF USE OF THE PUBLIC LIBRARY FOR BUSINESS PURPOSES

(in percentages)

	Location		Type of Industry				Size of Firm			Age		
	Pasadena	Pomona	Financial	Services	Trade	Mfrs.	Large	Medium	Small	New	Old	Total
Not this year	33	48	53	37	70	27	30	49	34	36	40	39
Once or twice	12	13	7	13	12	15	8	11	18	14	13	13
3 to 6 times	22	15	27	14	6	29	17	14	30	18	20	19
7 to 10 times	4	4	0	8	0	0	6	5	2	0	5	4
Over 10 times	25	18	13	24	6	29	36	20	16	32	21	22
Did not answer	4	2	0	4	6	0	3	1	0	0	1	3
	100	100	100	100	100	100	100	100	100	100	100	100

	Medians for All Respondents	Medians for Users Only
Location		
Pasadena	3 to 6 times	3 to 6 times
Pomona	1 to 2 times	3 to 6 times
Type of Industry		
Financial	Not this year	3 to 6 times
Services	1 to 2 times	7 to 10 times
Trade	Not this year	1 to 2 times
Manufacturing	3 to 6 times	3 to 6 times
Size of Firm		
Large	3 to 6 times	Over 10 times
Medium	1 to 2 times	6 to 7 times
Small	1 to 2 times	3 to 6 times
Age of Firm		
Old	1 to 2 times	3 to 6 times
New	2 to 3 times	6 to 7 times
Total Sample	1 to 2 times	3 to 6 times

As might have been expected, the frequency of public library use also varies with the size of the firm. Table 5 reveals that the amount of business use of the public library increases with the size of the firm. For all respondents, medians for Small and Medium firms are equal, but both are lower than that for Large firms. When non-users are ignored, the medians are largest for Large firms, smallest for Small firms, and in-between for Medium firms. There are several possible reasons for this relationship. Larger firms may simply have a larger number of problems that require information. They are also more likely to have specialists or departments that are devoted to research and development, personnel with more time for library use, and the greatest proportion of special librarians to exploit information resources. If the public library is to cater to the smaller firms who make up the majority of the economic community, it first has the job of acquainting them with the library, because they do not now use it as often as the larger firms do.

Another interesting tabulation of public library usage is with respect to the age of the firms. The "newer" firms are seen in Table 5 to have a higher rate of public library usage than do the "older" firms. Perhaps the newer firms are more closely related to newer technologies and services that are more dependent on the acquisition of information, or they may be staffed by younger men who have been trained to use information to solve problems. On the other hand, newer firms may be experiencing problems which older firms have already solved during their earlier years, and simply may lack the background of practice which the older firms have gained through the years and which reduces the number of problems faced by older firms. Whatever the reason, the firms that should be more aware of the public library, those who have been in the community the longest, use it less often than the relative newcomers. Perhaps the older firms have tried to use it in the past without success, and have not tried again. They must be re-awakened to the new possibilities of real assistance from the expanded public library programs.

2. Purposes of using the public library for business. Those interviewees who said they had used the public library for their firm during the past year were asked to describe the usual purposes of such use. The results appear in Table 6.

It is seen that the respondents used the public library in many different ways for their firms. One of the characteristics of business users is the variety of needs and desires they possess. The question for the public library is to decide which of these many needs deserve priority of attention and support.

One might be tempted just to select the most frequently-named categories of information and materials (economics, marketing, management, directories, journals, and speech preparation) and say that they should be maintained and improved in the public library. However, it is also important to remember that a very likely reason for relatively little use of a given category could be that the public library does not now emphasize that area sufficiently. Perhaps then the library should give attention to strengthening the collection in some of the areas of lesser use, as well as emphasizing those of greater use.

Other sections of this report which deal with the services the respondents would like to see the public library install or expand (Section IV.A,), and the reasons the library is not used more than it is (Section III.B.4.), will be more informative on this difficult problem of just where to put our attention and our resources.

TABLE 6: PURPOSES OF USING THE PUBLIC LIBRARY FOR BUSINESS

(number of interviewees)

	Pasadena	Pomona	Total
Those describing types of information			
Economics, marketing	6	4	10
Facts, figures, data	3	2	5
Non-technical or management	4	1	5
Spellings or definitions	2	0	2
For self-improvement classes	1	1	2
Labor law, industrial relations	0	2	2
Foundry practice	0	1	1
Those describing types of material			
Directories	7	0	7
Journal articles, known citations	4	0	4
Historical materials or pictures	2	1	3
Journals, browsing current issues	2	0	2
Indexing & abstracting publications	1	0	1
Government publications	1	0	1
Theses	1	0	1
Training or safety films	0	1	1
Those describing other types of use			
Preparation of speeches	1	3	4
Reading books for potential purchase	0	2	2
Browsing by subject in stacks	0	1	1
Attending meetings at the library	1	0	1

3. The public libraries that were used for business purposes. The firms who said they had used a public library as an outside information source in the past year were asked to identify the particular libraries they had used. The 76 users named a total of 16 different libraries, as shown in Table 7.

Pasadena and Pomona led the rest, being named by two-thirds of the users, as might have been expected, since they are the public libraries most conveniently located to the firms surveyed. However, one might not have expected the frequency with which less conveniently located public libraries were used, notably the Los Angeles City Library and several public libraries not even in the State of California.

This could be indicative of two conditions: (1) Weaknesses in the Pasadena and Pomona libraries in providing service to the economic community, and (2) The willingness of businessmen to use even inconveniently located libraries for the information they require.

It seems unlikely that Pasadena and Pomona business firms would use remotely located public libraries if their own city libraries could satisfy their needs. Even for those items that only a large research library like the Los Angeles Public Library would have, the local public libraries could be using those remote public libraries on behalf of the businessman, and not force him to make the time-consuming trips himself.

The relatively little use made of branch libraries for business purposes should also be noted. This finding substantiates the belief that large central collections and staffs are required for business use, in today's society.

TABLE 7: THE PUBLIC LIBRARIES THAT WERE USED FOR BUSINESS PURPOSES

(by number of users)

Pasadena Central	37
Pasadena Branches Linda Vista - 1 Hastings - 1	2
Pomona Central	27
Other Metropolitan Cooperative System Libraries Altadena - 2 South Pasadena - 1 Whittier - 1	4
Los Angeles Public Library (City)	15
Los Angeles County Libraries Claremont - 1 West Covina - 2 Unspecified - 1	4
Arcadia	1
Libraries not in Southern California California State Library - 1 John Crerar Library - 1 Linda Hall Library - 4 Raleigh, North Carolina - 1	7
Undesignated	3
	100

(named by 76 respondents)

4. Barriers to public library use for business purposes. Regardless of how often a respondent said he used the public library for his firm, he was then asked to suggest reasons why he didn't use it more often. Many respondents offered more than one answer. The replies are presented in Table 8, and provide some insights into the barriers or obstacles that exist between the businessman and the public library. Attention must be given to finding ways and means to alleviate those problems, if the public library is to reach that audience more effectively.

For those who use other sources of information, the public library could supply several services. It could furnish directories and guidance to personal sources of information for those who prefer or need that type of information transfer. Those who use other libraries would be helped if the public library either would have the material itself or would borrow it from the other libraries on behalf of the requester.

The public library's collection is weaker in the areas needed by businessmen than it would like to be. It has to strive to fill many other demands and satisfy many other kinds of users as well. When funds are hard to come by, the science, technology, and business areas of the collection may suffer more than others, due to the higher costs and faster rate of obsolescence of materials in those fields. Therefore, a two-pronged attack is needed before the collection can become significantly richer. First, additional funding is required. Support might be supplied initially from Federal funds by the State Library as part of a demonstration project. Subsequent financial assistance will presumably be supplied either by public funds, special support from the economic community as described in Chapter VI, or both. Secondly, the public library must re-examine its objectives clearly, thoroughly, and constantly. It must assure itself and the community that its resources are being allocated to the most appropriate services, and that it is not trying to serve too many objectives for the resources available, as discussed in Section IV.D.

The respondents' lack of awareness of library services and facilities that

TABLE 8: REASONS THE PUBLIC LIBRARY IS NOT USED MORE OFTEN

(number of respondents)

	Pasadena	Pomona	Total
Use of other sources instead			
Sufficiently supplied from other sources.	23	30	53
Own internal resources used instead.	13	12	25
Home Office supplies everything needed.	7	6	13
Personal, phone, correspondence preferred.	5	8	13
Other libraries are used instead.	6	2	8
	54	58	112
Limitations of the public library collection			
Not specialized enough.	7	14	21
Collection is generally too weak.	7	9	16
Lack of up-to-date or current information.	5	8	13
Lack of science and technology materials.	8	5	13
Lack of Government publications.	0	1	1
	27	37	64
Respondent's lack of knowledge or awareness			
Lacks awareness of what the library has.	8	14	22
Doesn't think of library in this way.	3	6	9
Lacks knowledge of how to use the library.	0	1	1
	11	21	32
Time requirements			
Public library use too time-consuming.	4	7	11
Lack of proximity to the library.	2	4	6
	6	11	17
Criticisms of the library staff			
Not sufficiently technically oriented.	1	2	3
Lacks proper service attitudes.	2	0	2
Insufficient for assistance to users.	1	0	1
Uses bookstore staff instead.	1	0	1
	5	2	7
Inconveniences			
Due dates make buying books preferable.	2	1	3
Hours are inconvenient; closed Sundays.	2	0	2
Parking is difficult.	1	0	1
	5	1	6

are available to him is certainly a primary target for attack if the expanded service is to be successful. This problem is explored more fully in the following Section III.B.5., and its possible remedies are discussed in Section IV.C., which deals with communication and public information activities.

Those who feel it is too time-consuming or inconvenient to use the public library, and those who have criticisms of library staff members, are really asking for the kinds of special services, attention, and conveniences that special libraries customarily provide to their employers. First of all, the special library is located right on the company's premises. In addition, the special library goes out of its way to make it as easy as possible for its users to obtain information. One of its major purposes is to save the time of its users.

Many of these conveniences have not been frequently used in public libraries, because of their different orientation to the users, the number and diversity of the users, the geographic dispersion of the users, and lack of sufficient funds. However, in order to provide expanded services that will be used frequently and effectively by the economic community, the public library should try to install as many of these conveniences as possible. Suggestions included such things as telephone ordering service for publications or photocopies, delivery to users by mail or by messenger service, charge accounts or deposit accounts for the collection of fees, extended borrowing periods when required, etc.

Providing an enlarged staff, possessing the necessary qualities for good service, also requires additional funding and re-examination of objectives, just as providing an enlarged collection requires. Furthermore, it was suggested that the staff that is assigned to serve the economic community be permitted to specialize in that area of library service only. In this way, the staff can build up its expertise and provide more personalized services, and will not have to divide its time and attention with other kinds of users and services. The Wheeler and Goldhor[12] volume makes the following observations about staffing the department of a public library that is charged with serving the business community:

> This calls for trained librarians who can concentrate on the materials, reader needs and library techniques in their special field. This is in great contrast to the attempt to know a little about and to give less knowledgeable service on everything.
>
> The head of a subject department has to stimulate the development of his staff's background knowledge in the special subject field. He must (a) discover, evaluate and appoint assistants specially prepared, or at least interested in the subject field; and (b) see that they are allowed to remain in the subject department where their knowledge is of greatest help, and not rotated in other departments for mental exercise or "career development" by the chief librarian, who may not realize the penalty to readers when the accumulated special knowledge of an assistant is lost.

In those cases where staff rotation to gain broader experience is judged beneficial to both the staff member and the library, a compromise solution is to engage in rotation on a part-time basis. In this way much of the benefit of rotation can be realized without depriving a department of the services of its specialists for the entire day.

The barrier of public lack of awareness of available library services can itself create the barrier of library use seeming to be too time-consuming in the eyes of the prospective user. Some of the respondents who expressed the time-limitation barrier did not know that telephone reference service has been a regular part of public library service for many years. Until they were properly informed otherwise by the interviewer, they believed they had to travel to the library in order to use it. This in turn became the factor that made library use appear to be too time-consuming. Therefore, one of the prime targets for the public information activities described in Section IV.C. must be to dispel this image of the public library as an institution that requires self-service in order for its resources to be used.

5. Public awareness of existing services and facilities. Each respondent was asked to rate his own degree of awareness of public library services and facilities on a four-level scale. This question came near the end of the questionnaires and interviews, so that he might be better informed at that point about what he did or didn't know about the public library, as the earlier questions may have revealed to him. The findings appear in Table 9.

The median respondent is seen to consider himself "moderately aware" in both cities. However, more Pasadena firms consider themselves "very much aware," while Pomona respondents tend to consider themselves somewhat less aware. This difference may be due to the somewhat greater research and development activities of Pasadena firms, and the greater number of special libraries in Pasadena, both of which factors would make those firms more library-oriented.

The respondents rated themselves in this question, and there usually is a natural tendency to rate ourselves more favorably than would actually be the fact. The classic example of this tendency is the self-evaluation question on driving skill that was given to the general public, virtually all of whom rated themselves as "superior" drivers. Yet in this instance, the median Financial and Trade respondents rated themselves only "slightly aware." The median Service and Manufacturing firms rated themselves "moderately aware," since their work is more library-oriented. If we can assume that the actual situation is even worse than the self-ratings indicate, then the economic community's degree of awareness of public library services and facilities is indeed quite low. As Pfoutz and Cohen[13] put it:

> It is probable that few engineers and scientists, even in the largest cities, have any idea of the resources available to them in good, public library science-technology departments. It is not uncommon, for example, for technical men who accidentally discover the existence of patent depository collections or other specialized materials to express astonishment that a public library would maintain such a collection.

A similar experience was encountered frequently in the course of the interviews. Many of the respondents, including some who thought themselves above-average in awareness, were surprised to learn of the availability of telephone reference service from their public libraries. Furthermore, most interviewees

TABLE 9: PUBLIC AWARENESS OF EXISTING SERVICES AND FACILITIES

(in percentages)

	Location		Type of Industry				Total
	Pasadena	Pomona	Financial	Services	Trade	Manufacturers	
Very much aware	21	10	7	18	6	20	16
Moderately aware	40	45	40	47	35	37	42
Slightly aware	23	27	20	21	35	29	25
Unaware	15	18	33	12	24	15	16
Did not answer	1	0	0	1	0	0	1
	100	100	100	100	100	100	100

Medians

Location	
Pasadena	Moderately aware
Pomona	Moderately aware
Type of Industry	
Financial	Slightly aware
Services	Moderately aware
Trade	Slightly aware
Manufacturers	Moderately aware
Total Sample	Moderately aware

were quite pleasantly surprised to see the titles that were on the two hand-out leaflets presented to them by the interviewer, leaflets which listed some of the reference tools, journals, and other publications of business interest that are available in the public libraries.

As a further test of the validity of the responses obtained on this question, a cross-tabulation was made of degree of awareness vs. amount of use, under the assumption that there should be a relationship between the two. The results appear in Table 10.

The assumption was justified, inasmuch as the firms who did not use the pub-library this year were relatively less aware of its services and facilities, and those who used it more than ten times were considerably more aware. Conversely, those who are very much aware of the library's activities tended to use it more often, and those who are unaware of the library's offerings used it less often.

Thus there is a clear relationship between degree of awareness of the public library and the amount it is used. We can't always be sure which is the cause and which the effect, like the question of the chicken and the egg. However, we do know that about one-fifth of the respondents cited their lack of awareness as a reason they don't use the public library more often, as was seen in Table 8. The Bonn report[14] sums up the situation in this way:

> The biggest problem, the one that came up time and time again, is the wide-spread public unawareness of library service in general; and especially on the part of business and industry, the lack of knowledge, even the disbelief, that the library can do anything for them at all.

An intensified public information program of the sort discussed in Section IV.C., designed to increase that awareness, should in turn increase the amount of use. In this way, we will also be helping the taxpayer realize a greater economic return for his investment in the public library resources he has provided.

TABLE 10: AWARENESS AND AMOUNT OF USE OF PUBLIC LIBRARIES

(in percentages)

	Degree of Awareness				
Usage This Year	Very Much	Moderate	Slight	Unaware	Total
Not this year	17	30	46	79	39
1 to 2 times	4	17	16	4	13
3 to 6 times	29	24	14	4	19
7 to 10 times	13	2	5	0	4
Over 10 times	38	25	19	4	22
No answer	0	2	0	8	3
	100	100	100	100	100

Degree of awareness of public library services and facilities available	Median number of times the public library was used during past year
Very much aware	6 to 7 times
Moderately aware	3 to 6 times
Slightly aware	1 to 2 times
Unaware	Not this year

C. Use for non-business purposes.

1. Frequency of use. All respondents were asked to indicate how many times they had used a public library during the year for non-business purposes, such as for personal reading, borrowing for other members of the family, etc. The results appear in Table 11, and indicate a slightly higher median for Pomona users than for Pasadena users, if we ignore those who did not use the library for this purpose. When all respondents are counted, however, the medians are the same for the two cities, because a higher proportion of Pomona firms did not make any non-business use of the library this year. In other words, Pasadena, with its fine system of branches, reaches more persons than Pomona, but Pomona's outstanding central facilities, once they make a library user out of a non-user, result in a greater frequency of use.

When categorized by the type of firm for which the respondent works, the median non-business use of the public library was highest for Manufacturing firms and lowest for Financial firms, contrary to what the stereotype images of those firms might have led us to believe. A comparison with the amount of use for business purposes will be made in Section III.D.1.

2. Public libraries used for non-business purposes. Regardless of whether the respondents said they had used a public library for non-business purposes during the year, they were all asked to name the library they would generally use for such purposes. A total of 124 respondents identified 30 different libraries for non-business use, as shown in Table 12.

Pasadena and Pomona libraries led the rest, being named by two-thirds of the respondents. This might have been expected, since they are conveniently located to the firms being surveyed. The pattern of non-business use is different from business use, however, as will be shown in Section III.D.2.

TABLE 11: FREQUENCY OF USE OF THE PUBLIC LIBRARY FOR NON-BUSINESS PURPOSES

(in percentages)

	Location		Type of Industry				Total
	Pasadena	Pomona	Financial	Services	Trade	Mfrs.	
Not this year	20	28	33	22	24	22	24
Once or twice	13	9	20	12	18	5	11
3 to 6 times	26	15	27	20	12	24	20
7 to 10 times	7	15	7	8	29	10	11
Over 10 times	32	33	13	37	12	39	32
Did not answer	2	0	0	1	6	0	1
	100	100	100	100	100	100	100

	Medians for All Respondents	Medians for Users Only
Location		
Pasadena	3 to 6 times	6 to 7 times
Pomona	3 to 6 times	7 to 10 times
Type of Industry		
Financial	1 to 2 times	3 to 6 times
Services	3 to 6 times	7 to 10 times
Trade	3 to 6 times	7 to 10 times
Manufacturing	3 to 6 times	10 to 11 times
Total Sample	3 to 6 times	7 to 10 times

TABLE 12: THE PUBLIC LIBRARIES THAT WERE USED FOR NON-BUSINESS PURPOSES

(by number of users)

Pasadena Central	38
Pasadena Branches	16
Allendale - 1	
Hastings - 6	
Hill Avenue - 4	
La Pintoresca - 1	
Linda Vista - 2	
San Rafael - 2	
Pomona Central	44
Other Metropolitan Cooperative System Libraries	19
Altadena - 9	
Glendora - 1	
Sierra Madre - 2	
South Pasadena - 4	
Whittier - 3	
Los Angeles (City) Public Library	3
Main Branch - 1	
North Hollywood - 2	
Los Angeles County Libraries	16
Claremont - 6	
La Canada - 2	
San Gabriel - 1	
Temple City - 1	
West Covina - 3	
Unspecified - 3	
San Bernardino County Libraries	2
Alta Loma - 1	
Montclair - 1	
Arcadia	7
Fullerton	1
Montrose	1
Ontario	1
Stanton	1
Upland	1
Undesignated	3
	153

(named by 124 respondents)

D. Comparisons between business and non-business use.

1. Frequency of use. Some interesting observations can be made when we compare the frequency of public library use for business and non-business purposes. For convenience, the median figures for the two cities and four industries are displayed together in Table 13. Most of the respondents are seen to use the library more often for non-business purposes than for business. Although Pasadena firms used a public library a little more often than Pomona respondents did for business purposes, because of greater research and development activity in Pasadena, the reverse was true for non-business use.

When the type of firm is considered, we see that in every category, the respondents used the library more for non-business purposes. The greatest increase in use was among the Trade firms, who were the least frequent business users but average non-business users. Manufacturers also had a great increase.

Thus it is clear that while the businessman may be somewhat unaware of the public library's services and facilities for business assistance, he is much more aware of its traditional functions for non-business uses. The public library must indeed create a new image of itself in order to attract and hold users from the economic community. One means of doing this would be to direct the public information programs internally as well as externally, to reach the businessmen who are already using the public library for non-business purposes without being aware of its potentialities to be of assistance to their businesses.

2. Public libraries used. It is also revealing to compare the particular public libraries that were used for business purposes with those named by the same respondents for non-business use. For convenience, the findings for the two kinds of uses are displayed together in Table 14.

The business use of public libraries is concentrated into fewer libraries (16 libraries) than is the use for non-business purposes (30 libraries). The Pasadena

TABLE 13: FREQUENCY OF PUBLIC LIBRARY USE FOR BUSINESS AND NON-BUSINESS PURPOSES

(median number of uses in 1968)

	Location		Type of Industry				
	Pasadena	Pomona	Financial	Services	Trade	Mfrs.	Total
Business Use							
All Respondents	3-6	1-2	0	1-2	0	3-6	1-2
Users Only	3-6	3-6	3-6	7-10	1-2	3-6	3-6
Non-Business Use							
All Respondents	3-6	3-6	1-2	3-6	3-6	3-6	3-6
Users Only	6-7	7-10	3-6	7-10	7-10	10-11	7-10

TABLE 14: THE PUBLIC LIBRARIES THAT WERE USED FOR BUSINESS AND NON-BUSINESS PURPOSES

(in percentages)

	Business	Non-Business
Pasadena Central	37	25
Pasadena Branches	2	10
Pomona Central	27	29
Other Metro. System libraries	4	12
Los Angeles (City)	15	2
Other local libraries	5	20
Libraries outside local area	7	0
Undesignated	3	2
	100	100
Different libraries named	16	30
Number of respondents	76	124

2

system as a whole accounted for about equal proportions for both kinds of use, but Pasadena branches accounted for five times as much non-business use as business use. Similarly, other libraries in the Metropolitan Cooperative Library System were named three times as often for non-business as for business use, and other local libraries were named four times as often.

The obvious reason for these differences is that a person would naturally be more likely to use the public library nearest his business for business purposes, and the library nearest his residence for non-business purposes. These results confirm the many studies of library usage which indicate that proximity to its users is a major factor which determines the amount of use a library will receive, both for business and non-business purposes.

The use of public libraries which are outside the local area is far greater for business purposes than for non-business purposes. The combined use of the Los Angeles (City) Library and more remote public libraries amounted to 22 per cent of the business uses, but only two per cent of the non-business uses. This is not inconsistent with the previously stated importance of proximity to library use. It emphasizes the fact that business firms are much more willing and able to utilize distant public libraries, if they must, than are individuals using the libraries for non-business purposes.

E. Conclusions and recommendations.

1. Since present use of the public library for business purposes is greater by firms in Pasadena, firms engaged in manufacturing and in services, larger firms, and newer firms, the public library can expect proportionately greater use from those kinds of firms when it enlarges its services to the business community. To avoid getting into a circular path in which "the rich get richer and the poor get poorer," however, some attention should constantly be given to those kinds of firms who presently make less use of the library, by seeking possible causes and remedies for the situation. Their needs may be just as important and deserving of service, especially the smaller firms who have less resources than the others.

2. Similar comments can be made about the types of information to be provided by the library. Economics, marketing, management, directories, and journals are the most sought after now. While strengthening the collection in those areas, we must continue to provide other types of materials which are equally important to certain firms in the community.

3. Evidence that the city libraries should strengthen their business and industry collections was provided by two findings: (a) The local businessmen made frequent use of other public libraries which are much less conveniently located to their firms, and (b) They named deficiencies in the local public library collections as being a primary reason for their not using the library more often.

4. For those occasions when the more remote public libraries must be used, it is again suggested that the local public library perform a valuable service by using those libraries on behalf of the businessman, instead of the businessman having to do it himself. It would not only save his valuable time but would also be welcomed by the other libraries, because of the efficiencies gained by working with one librarian who represents a number of businessmen with less library skill.

5. To provide the businessman with the style of service he really prizes, the public library will have to take on some of the appearance of a company library.

This is not an easily-attained objective, and will require many changes in traditional public library operations. Not only will the collection and the staff have to become larger and more business-oriented, but services will have to become more personalized, regulations will have to be more liberal and flexible, time-saving conveniences and procedures will have to be introduced, and the boundaries of library service will be greatly extended.

6. The often-suspected lack of awareness of public library services and facilities on the part of the businessman was confirmed beyond question, and by the intended users themselves. It was also shown that there is a relationship between awareness and amount of use of the library. Therefore, an active public information program to acquaint the members of the economic community with the potential usefulness of the public library to their firms is strongly recommended. It should increase the use of the public library, thereby also increasing the health of the entire community and the return on the taxpayers' investment.

7. The businessman's lack of awareness applies much more to the library's business services than to its non-business functions, so the library must create a new image of itself in the businessman's mind. One means is to take advantage of the fact that so many of them are already public library users, although for non-business purposes. Internal public information devices such as displays, handouts, signs, posters, etc., should be used to get the message across to the businessmen who are already in the library. By whatever means, the businessman should be made just as aware of the public library as a source of information for his firm as he is of its traditional non-business functions.

8. In order to provide good service to the majority of firms in the area, it is necessary to build up the resources at both the Pasadena and Pomona city libraries. This will achieve the proximity that is a major factor in the amount of use a library will receive.

9. Most of the attention to expanding public library services to industry can be centered on the main library and not its branches. The high cost and breadth of materials necessitates concentrating resources into a few good central locations.

IV. ROLE OF THE PUBLIC LIBRARY IN SERVING THE ECONOMIC COMMUNITY

A. Kinds of business assistance desired from the public library.

After having questioned the respondents about their use of the public library, and their likes and dislikes about its services and facilities, the interviews and questionnaires asked for suggestions for ways in which the public library might be of assistance to the economic community. A total of 173 suggestions to this open-ended question was made by 77 respondents, about half of the sample, with most respondents contributing more than one suggestion. The responses covered a wide range of topics, which were collected into the categories shown in Table 15.

Although the answers seem at first glance to be widely scattered, their study reveals certain patterns. The dominant user desires are first, a stronger collection; second, public information activities to increase awareness of available services and facilities; and third, a variety of reference and special services through which the collection can be exploited and utilized to its best advantage.

There were also three categories of respondents who did not provide suggestions, but a knowledge of their responses is important in understanding the informational climate of a portion of the economic community. There were 29 respondents who had no suggestions to offer as to how the public library might assist them, and 39 others who did not even answer the question. Thus a total of 68 firms, almost half of the sample, apparently could not visualize how the library might help them, perhaps indicating a lack of involvement or lack of details about what the public library might have to offer to the economic community. Thus the vital importance of the public information effort is again underscored. Having the collection and the staff is only part of the battle; bringing the message of their availability to their prospective users is the other part.

Four respondents questioned whether the public library should be engaged in this program of assistance to the economic community. One must consider, however, how many other legitimate services are rendered daily to private companies by public agencies, and the importance of business to society, as said in Section I.A.2.

TABLE 15: SUGGESTIONS FOR PUBLIC LIBRARY SERVICES TO THE ECONOMIC COMMUNITY.

(number of respondents)

	Total	Pasadena	Pomona
Improving the Collection			
More business-related or management books.	15	5	10
Better technical collection.	10	5	5
More economics and market research.	10	8	2
More U.S. and State government publications.	8	5	3
Back runs of journals and newspapers.	7	5	2
Patents, standards, specifications.	6	2	4
More reference books, esp. directories.	5	3	2
Indistrial and training films.	5	0	5
Other improvements in the collection.	12	8	4
	78	41	37
Public Information Activities			
Publicize services and facilities.	19	8	11
Send out mailings of various kinds.	15	5	10
Have informative displays for businessmen.	2	2	0
Have orientation programs for businessmen.	2	0	2
	38	15	23
Reference Services			
Obtain material from other sources.	8	4	4
Contimue telephone reference service.	6	3	3
Perform literature searches.	5	2	3
Scan, route, current awareness services.	3	0	3
Other reference services.	6	6	0
	28	15	13
Additional special services			
Accept phone orders, allow pickup at desk.	4	3	1
Provide mail or delivery service on request.	4	4	0
Other special services.	1	1	0
	9	8	1
Miscellaneous			
Issue borrower's cards to the firm.	3	2	1
Have less expensive photocopying service.	3	2	1
Provide pleasant and helpful assistance.	3	1	2
Other miscellaneous items.	11	5	6
	20	10	10

B. Characteristics desired or anticipated.

1. Method of using the public library. Those who received the mailed questionnaire were asked how they would most likely use the business-industry services of the public library if they were expanded. The answers to this multiple-choice question appear in Table 16. A number of respondents indicated they would employ more than one method of use.

It is seen from Table 16 that all four types of firms expect to use the expanded public library services most often by personal visits to the library, with telephone use in second place, and reliance on library bulletins third. This finding may relate to the personal preferences or information needs of the respondents. It may also have arisen from feelings that the library staff cannot adequately do the searching for them, or from knowing that phone delivery service is not presently available, or from their lack of awareness that telephone reference service is available. Some respondents who said they occasionally call for information by phone also said they thought they were imposing on the good nature of the library staff when they do so.

It is interesting that the preference for personal visits over telephone calls is strongest in the Trade and Manufacturing firms, where one might think there would be less time available for such pursuits. The factors described in the previous paragraph may exist more strongly in those firms, or it may be that the nature of their businesses imposes some degree of secretiveness on their information-gathering habits. A likely explanation could relate to a psychological trait of persons in those industries, who may have developed habits of direct personal action to a greater degree than those in other lines of endeavor.

TABLE 16: ANTICIPATED METHODS OF USING THE PUBLIC LIBRARY

(in percentages)

	Financial	Services	Trade	Mfrs.	Total
By personal visits to the library	56	46	78	61	53
By telephone calls to the library	44	34	11	33	33
By receiving library announcements	0	20	11	6	14
	100	100	100	100	100

2. Speed of service. All respondents were asked a multiple-choice question concerning the speed of information service they would generally require from the proposed public library expanded services. The results are presented in Table 17.

The dominant preference is for 24-hour service, one-day service, or overnight service, depending on how it is stated. It is noteworthy that the business-industry users do not always insist upon instantaneous service, as the common stereotype would have it. Instead, they are reasonable men, and realize that it takes time for even their own staffs to come up with reliable answers to questions, let alone the more remote staff of the public library. It is also noteworthy that the Manufacturing firms, who will probably comprise a considerable proportion of the users of the service, are willing to settle for a service time delay of two to three days.

These findings should be recognized and understood when considering some of the more sophisticated library communication techniques, such as computerized information retrieval, facsimile transmission, etc., which are really a kind of unnecessary and costly "over-kill" for many firms. It is important to be able to provide a range of levels of service to the economic community. Many firms will be well served by basic service levels alone, while a few will require more immediate and sophisticated services. To explore the latter consideration more fully, an experiment involving intensive service to a few selected firms is planned for the demonstration period to follow, as described in Section VIII.B.

TABLE 17: SPEED OF SERVICE REQUIRED FROM THE PUBLIC LIBRARY

(in percentages)

	Financial	Services	Trade	Mfrs.	Total
A few hours	17	34	50	30	32
24 hours	42	29	50	11	26
2 or 3 days	25	30	0	43	32
One week	17	7	0	16	10
	100	100	100	100	100

Medians

Financial	24 hours
Services	24 hours
Trade	24 hours
Manufacturers	2 or 3 days
Total Sample	24 hours

3. Types of materials. Several of the open-ended questions that dealt with attributes or shortcomings of the public library developed some answers concerning the library's collection. To ascertain more specific information about the various kinds of materials the library should stock, a 17-item multiple-choice question was included, asking the respondent to indicate which types the public library should provide for the needs of his firm. The results are presented in Table 18, in descending order of the frequency with which they were named.

As with many aspects of decision-making in library planning that is based on a user study, one must guard against the temptation to make automatic decisions based purely on a kind of "popularity contest." It could well be that more attention should be paid to some of the less-frequently named types of publications, if they are essential to a portion of the economic community and are more difficult to obtain than some of the frequently-named ones. For example, it is understandable that none of the Financial or Trade firms would suggest patents as being important to them, so patents receive a relatively low over-all score on the chart, which may not be reflective of the actual need or availability. One way to avoid placing too much emphasis on the overall statistics would be to emphasize those types of publications that are named most frequently by each type of industry. Another fine way is to consult responsible and representative users for their recommendations.

It is obvious that the economic community as a whole desires a wide range of types of materials for its needs, but it is important to note the particular preferences of each type of industry as well. Manufacturers and Services appear to want a wider range of materials than do the Financial and Trade firms, reflecting the greater diversity of firms in those categories. There are also many differences in the relative desires for specific types of material. Books on science and technology, for example, appear to be of great importance to Manufacturers, high importance to Services, little importance to Trade firms, and no importance to Financial firms. Other revealing conclusions may be drawn from studying Table 18.

TABLE 18: TYPES OF MATERIALS DESIRED IN THE PUBLIC LIBRARY

(in percentages)

	Location		Type of Industry				Total
	Pasadena	Pomona	Financial	Services	Trade	Mfrs.	
1. Economic statistics	50	44	90	42	31	50	48
2. Directories	47	40	40	45	41	50	45
3. Books on management	40	52	40	34	49	69	45
4. Books on science and technology	43	27	0	39	10	69	38
5. Journals on management	37	38	30	34	20	54	37
6. Trade journals	33	40	30	34	10	54	35
7. Journals on science and technology	41	25	0	35	10	59	35
8. Legal and tax looseleaf services	34	31	19	35	20	41	33
9. Handbooks and tables	31	21	19	19	20	54	28
10. Government documents	30	25	19	29	10	37	28
11. Abstracting and indexing tools	29	19	10	26	10	37	25
12. Standards	21	25	0	21	10	41	22
13. Specifications	21	25	0	19	10	44	22
14. Trade catalogs	19	27	0	19	0	50	22
15. Records and films	16	21	10	21	10	19	18
16. Patents	14	8	0	5	0	41	12
17. Other (reports, microforms, maps, etc.)	16	13	30	6	10	32	15

4. Foreign information needs. One of the more difficult and perplexing problems for a library is the provision of adequate information about a foreign country. Not only are the usual problems present that surround the provision of domestic information, but in addition there are problems connected with acquiring and even understanding information from or about foreign countries. In an attempt to shed some light on the nature and extent of the need for foreign information by the economic communities studied, each firm was asked (a) whether it has such a need, (b) if so, for which countries, and (c) what kinds of information are needed. The results of the answers to these questions appear in Table 19.

About one-fourth of the firms feel a need for information about foreign countries. The Financial and Manufacturing firms have somewhat more frequent need than the overall average, and the Trade firms seem to have little or no need for it. Possibly these differences are due to the need of the Financial firms to keep abreast of foreign developments that would affect their interests, and the desire of Manufacturing firms to develop and expand their foreign markets, while the Trade firms concentrate almost entirely on their local markets. For Trade firms, the foreign trade matters are usually handled by their Home Office or a special representative abroad. Even the information on the fashions or products produced abroad that will have an impact on the local store is gathered and evaluated by the Home Office, so the local Trade firm does not require the primary information itself.

Some California libraries have tended to emphasize the Orient in their foreign coverage, but it is important to note that the interest in Europe is considerably greater for the firms in this sample.

It would be inappropriate for the local public libraries to try to have a great deal of foreign information in depth for their users, because of the large number of countries and kinds of information that are required. Instead, they should have on hand the more general foreign information sources to satisfy the less intensive needs, and should be able to tap the resources of other libraries when highly specific or detailed information is required.

TABLE 19: FOREIGN INFORMATION NEEDS

Need for foreign information	Financial	Services	Trade	Mfrs.	Total
Have a need	31%	23%	0%	31%	24%
Do not have a need	69	77	100	69	76
	100	100	100	100	100

Areas for which foreign information is needed	
All countries in the world	6 respondents
North America (Canada & Mexico)	10
South America	6
Europe	21
Middle East	2
Africa	2
Asia	9
Australia	6

Types of foreign information needed	
Marketing, distributors, economics	9 respondents
Technical data, research information	8
General, history, background, politics	7
Legal, tax, customs regulations	5
Information for travelers, visitors	3
Foreign exchange rates	3
Investment information	1

5. Journal retention. It is widely recognized that one of the fundamental cornerstones of good library service to the business and industry community is a collection of back runs of important journals. There is always the danger, however, of trying to keep too many things for too long a period of time, thereby wasting staff and space resources which could be better used in other ways. In an attempt to get some measure of this need, all respondents were asked for their opinions on the number of years the public library should retain periodicals in their own fields of interest. The results are shown in Table 20.

The least amount of need for reference to previous journals appears to be in the Trade firms, whose median recommendation was to keep the current year only. This is consistent with the character of the internal information resources observed in those firms during the course of the interviews, when only the latest issues of a few journals were seen on the premises. Evidently the rate of obsolescence is very high in Trade firms, in which outdated information is worthless.

The other industries recommend a median of keeping the past five years of journals in their fields, which should provide for many of their needs. However, since more than one-third of the firms advise keeping journals for longer periods, the library should endeavor to do so. This is especially recommended because it is one function which most firms simply cannot provide for themselves, lacking the requisite staff and space. By maintaining the collection itself, the public library will be making the valuable contents available to the entire community.

When compared with the size of respondent firms, the journal retention desires are seen to follow a definite pattern. The larger firms have the most frequent desire for journal retention periods of more than ten years, and the least desire for keeping the current year only. Although two-thirds of the medium and small firms say they would be satisfied with retention of only five years of their journals, the remaining third of the firms would like longer retention periods. As observed in other sections of this report, planning decisions must be made not only on the basis of a majority vote, but by using qualitative value judgments as well. Longer retention periods are needed by most firms with interests in research.

TABLE 20: RETENTION PERIODS DESIRED FOR JOURNALS

(in percentages)

	Type of Industry				Size of Firm			
	Financial	Services	Trade	Manufacturing	Large	Medium	Small	Total
Keep current year only	40	18	80	19	8	30	30	25
Keep past five years	40	37	20	44	36	33	37	35
Keep past ten years	10	23	0	16	20	21	17	19
Keep more than ten years	10	23	0	22	36	16	17	21
	100	100	100	100	100	100	100	100

Medians

Type of Industry	
Financial	Keep past five years
Services	Keep past five years
Trade	Keep current year only
Manufacturing	Keep past five years
Size of Firm	
Large	Keep past ten years
Medium	Keep past five years
Small	Keep past five years
Total Sample	Keep past five years

C. Communication and public information activities.

The difficulty of achieving effective communication between the library and the economic community, and the businessman's resultant lack of awareness of library services and facilities, is well-known and has been confirmed in this study as well. In the continuing attempt to find useful and productive avenues of communication, the businessmen themselves were asked to suggest effective ways for the public library to reach their employees who might have information needs. Alternative phrasings of the question, which were used when appropriate, asked how the public library could publicize itself better than it does, or what the best way would be for the public library to let the respondent's firm know if it acquires some materials of direct interest to that company. The results are shown in Table 21.

Direct mailings were named far more frequently than any other device. As discussed further in Section VI.C., a bulletin similar to that of the Los Angeles Public Library might be issued regularly by the library, and could even be the source of some financial support in addition to its communication functions.

The importance of personal contacts was pointed out in Section I.G. in connection with continuing the community analysis by means of interviews. Many sales organizations know there is really no substitute for the periodic visit from a friendly and well-informed representative. In this case we are selling information services, and trying to interest new customers in our product, as well as to keep former customers up-to-date.

When looking into the possibility of using the mass media as a public information vehicle, it is important to keep in mind that such media will frequently carry "public service" messages free of charge. The likelihood of this happening is enhanced by the fact that the newspapers and radio stations that were interviewed in this study were frequent users of the public library for reference information. As appreciative customers of the service, they might be more willing to assist in its promotion than would otherwise be the case.

The devices suggested for in-house publicity can be used to inform the members

TABLE 21: SUGGESTIONS FOR PUBLIC INFORMATION ACTIVITIES

(number of respondents)

Suggested means	
Mailings of various kinds	68
Direct personal contacts	24
Mass media	15
In-library devices	5
Types of mailings suggested	
Specialized bibliographies & mailing lists	8
Lists of new acquisitions	7
Lists with items grouped by subject	4
Exchange lists with other libraries	3
Lists with order forms included	2
Something for retention & reference use	1
Types of personal contacts suggested	
Tours and meetings for businessmen at the library	6
Meetings of civic groups like Chamber of Commerce	6
Meetings of professional societies, Service Clubs	4
Direct telephone calls for announcements	4
Visit firms for exchange of information	2
Types of mass media suggested	
Newspapers, radio, television	15
Technical and trade journals	2
Types of in-library devices suggested	
Displays, signs, posters inside library	5
Hand out informative leaflets & brochures to users	3
Internal company channels volunteered	
Posting library mailings on the bulletin board	5
Distributing multiple copies internally	4
Putting announcements into company bulletins	2
Mentioning important library news at meetings	1

of the economic community who are using the library for non-business purposes that the library also has much to offer them in connection with their businesses. As one respondent put it, this would be getting the message across at the "point of sale," a technique frequently used in other public information activities.

Two respondents offered some advice on public information activities in general. They said it is much better practice to publicize a few things well, and not to try to cover too many things in a superficial fashion. The memory of a few important matters will be retained for longer periods, and those matters of importance will not have been obscured by the clutter of many other items of lesser significance.

The final question on both the interview and the mailed questionnaire asked whether the respondent would like to be on a mailing list for free announcements from the library and a copy of the results of this survey, which is to be summarized in an abridged version of this report. A total of 109 firms (73 per cent of the sample) answered in the affirmative, and furnished their names and addresses. Thus the beginnings of a mailing list of interested firms have already been established as a by-product of this survey. It is important to recall also that the local Chamber of Commerce plays a large role in communicating business information to its members. As recommended in Section II.D., cooperative arrangements should be sought whereby the public library might be permitted to utilize the Chamber of Commerce's channels of communication with its members, for their mutual benefit.

It is important to remember that it is the obligation of the public library to see to it that the library's resources are as fully utilized as possible, as a way of maximizing the taxpayer's return on his investment. In bringing needed information to a greater number of firms in the economic community, the library will be benefiting the health of the entire community as well.

D. Library objectives.

The public library can be an integral part of the business firm's information support system. By providing factual data, reference sources, and by leading the user to other sources of information, the public library system enhances the management control and decision making processes. Both the public library and the business firms making up the economic community have considerable latent and unutilized potential as far as the development of the aforementioned information system is concerned.

It is generally agreed that to satisfy the needs of business and industry, public libraries will have to add collections, staffs, and services they do not now possess. Considerable assistance should be provided by interlibrary cooperation, as discussed in Chapter VII, and by finding sources for continuing financial support, as covered in Chapter VI. If additional resources are needed, however, and if the library engages in the public information activities described in Section IV.C. to publicize its services to the economic community, it may eventually have to re-examine its objectives with an eye to possible re-allocation of its resources. It is those objectives, and the relatively low priority assigned to business and industry services as compared with other services, that may account in large part for the businessman's greater use of the library for non-business than for business purposes, and for his lack of awareness that the public library is interested in helping him.

Philip Ennis has made the following remarks[15] about library objectives which bear repeating here:

> Have they done what multipurpose organizations always must do, that is, assign a priority ranking to their goals? Generally speaking, they have not. One of the main reasons they have not done so is the continued belief in the now almost irrelevant ideological statement that the library must serve everybody. Moreover, after studying the statements of library objectives and examining some important library surveys, I conclude that they do not understand the basic economic fact that they have limited resources and consequently must assign priorities to the various kinds of services they wish to offer. It is simply impossible for the library to do everything at once. It cannot serve all the people in the community and do any of them justice.

Because there has been so little concentrated effort in determining goals, the library has become socially invisible. Trying to do everything means not only a dissipation of energies but also a loss of a well-served and loyal clientele who will promote and defend the library. Therefore, both to win support in the community and really to do an effective job, it seems imperative that public libraries re-examine their multipurpose situation and set clear priorities for their objectives.

It is neither possible nor desirable to spell out a national program or national standards. Each public library must determine its priorities on the joint basis of its own community's needs and power structure. If the business community is the leading elite in a community, and if its information needs are not met adequately by special libraries, then the librarian might propose, for example, that for the next five years the library concentrate its efforts on becoming the central information center for the professional and business community by providing a specialized book collection, reference, and research services.

In these days of dwindling budgets coupled with increased demands for services, it is quite likely that the public library will have to make a choice of goals and priorities if it wishes to expand its services to the economic community. When the time comes, it is hoped that the directors and trustees of the public libraries will recognize the importance of the health of the business community to the community as a whole, plus the fact that most business firms have no other place to turn, except the public library, for the information they require.

On the question of whether the public library should be involved in serving the economic community, Pfoutz and Cohen offer the following thoughts:[16]

> Perhaps one may agree with the foregoing points and still question the necessity of public library service to industry. It may be argued that many companies are rich and can afford to provide their own libraries. But what of the smaller companies which cannot afford to do so? The issue, however, is not chiefly a question of money spent by individual companies. Few special libraries in industry can even begin to provide the rich diversity of information resources necessary to conduct the research and production activities of their parent companies. It would be gross extravagance for each of thirty or forty companies in our large industrial centers to develop independent research library collections of tens of thousands of volumes even if they could afford to do so, when it is possible for one library in the community, the public library, to provide larger facilities than any one of them could afford and to open its collections not only to the largest companies but to the smallest also. Apart from the large, institutionalized special libraries such as John Crerar, Linda Hall, and others, and perhaps a few university libraries, only the public library, in particular the central public library of a regional system as defined by the ALA, has the space to house the facilities needed and the know-how to organize and utilize any significant fraction of scientific and technical literature. The public library is the most ubiquitous and logical choice for filling the need for

> the large local collections necessary to serve industry by backing up the company's own library if it has one, and acting to a limited extent as a company library if the company does not have one.

Thus a central role for the public library has been identified, defined, and justified. Service to business and industry should be a major objective of today's metropolitan library.

E. Conclusions and recommendations.

1. The intended users of the expanded services expressed their desires first, for an improved collection; second, for a public information program to inform them of what the library has that might be of assistance to them; and third, a variety of special services to help them exploit those resources most effectively. It is axiomatic that if we wish to serve this audience, we should give top priority to those features in our planning.

2. The services and conveniences that were requested should be provided to the fullest extent feasible. Time is valuable to every one of us, but perhaps its value is more fully appreciated by the businessman, who is constantly aware that "time is money." Whatever the library can do to remove unnecessary obstacles and make it easier for the businessman to use its services will be rewarded not only by gratitude but also by increased use and increased support. The public library should therefore plan seriously for such things as obtaining material from other libraries and information sources on behalf of the requester, performing literature searches, instituting a scanning or current awareness service, providing for mail or delivery service if requested, and issuing borrowers' cards to non-resident employees of local business firms. There undoubtedly were valid reasons why these things could not be done in the past, but those reasons should not be allowed to rule out these services in the present or future. The thinking should focus not on whether these services should be provided, but on how best to provide them.

3. In particular, the availability of telephone services should be expanded and publicized. This would include adding an ordering service by telephone, as well as the usual provision of reference services. Increased telephone usage would also have some by-product advantages to the library, such as reducing the crowding in the reading rooms and at the photocopiers, easing the parking difficulties by eliminating some need to visit the library in person, etc.

4. Another service that was occasionally mentioned by the respondents as being desirable would be to have the public library assist firms in obtaining specific publications for their own retention. This service should include all types of publications and audio-visual materials that might be required. The sources of government documents, patents, standards, specifications, etc., are more easily ascertained by the library staff than by the economic community. The library could thus act as a "purchasing agent" up to the point of ordering the material. It should furnish all the bibliographic details, name and address of the vendor, and information about his procurement regulations, forms, prepayment requirements, etc., to firms who want to obtain particular publications for their own retention. The suggestion was made that the library could actually order the material and be reimbursed for it by the requesting firm later, but the administrative mechanisms for accomplishing this may be too complex to be worth the trouble. It should be sufficient for the library to furnish the necessary information and the forms, after which the company could order the material itself.

5. The various business-related services of the public library should be set up to provide one-day service insofar as is possible. This level of speed will satisfy most customers most of the time, and in many cases a 48-hour delay would be acceptable when necessary. Since most firms do encounter "rush" or emergency information needs at times, however, the services should have the capability of responding quickly to such needs when they arise.

6. A substantial list of types of publications desired by the prospective users for the public library's collection was elicited and shown in Table 18. It should serve as a major guideline for that purpose. The members of the economic community should be called upon for further advice concerning publications in their fields, and have indicated their willingness to cooperate in this way.

7. The public library should have a good collection of general foreign information sources, primarily from the Western world, and should be able to tap the resources of other collections when more detailed foreign information is required. Because of the breadth of the countries and kinds of information that are likely to be needed from time to time, the local public libraries should not attempt to have a comprehensive or authoritative collection of foreign information, as it would detract disproportionately from more pressing needs.

8. Journal retention should be one of the primary facets of public library service to the economic community, because individual firms have neither the space nor the staff to provide it for themselves, although most of them feel a need for it. Retention should be on a selective basis, however, using reliable advice from experienced users, in order to make the best use of the available space and funds.

9. By far the most frequently requested type of public information activity was direct mailings. A full-scale effort to provide regular mailings of various kinds should be a central part of this program. In particular, the bulletins that the Los Angeles Public Library prepares for this purpose should be examined as possible models for Pasadena and Pomona, as they are very well done and appreciated by their recipients.

10. Direct personal contacts, the use of mass media of communication, and internal devices were also suggested as important vehicles of public information. The public information program should utilize all these avenues in the effort to increase awareness and use of the expanded services.

11. An abridged version of the results of this study should be sent to the 109 firms who said they would like to receive it. It should serve a good public information function in itself, and the 109 firms can form the start of a mailing list for library announcements.

12. Cooperation with the local Chambers of Commerce should be sought as mentioned earlier, but especially with an eye to using their channels of communication that work so effectively between the Chambers and their members.

13. The library and its board should re-examine their objectives to see whether a sufficient proportion of library resources is going into service to the economic community. When the importance of this service to the entire community is realized, it may be appropriate to increase its support, even at the expense of reducing some less vital services to other segments of the community.

V. EVALUATION OF THE PUBLIC LIBRARY

A. As seen by the economic community.

1. Attributes of the public library. Inasmuch as several questions were asked which dealt with shortcomings of public library service as seen by the economic community, some measure of balance was introduced by asking interviewees to name some things they especially liked about the public library. The findings should provide some insight into the facets of the public library that are most welcomed and appreciated by its businessman customers. A total of 129 attributes were named, which are shown in Table 22.

The implications of Table 22 are clear. The most frequently named attributes of the public library, in the eyes of its business users, are in those areas that are the most visible to the user. They are the points of direct contact with the public, namely the staff and the physical facilities. The quality of the collection was in third place, and considerably behind the first two attributes. Inasmuch as weaknesses in the collection were frequently cited as a reason the public library isn't used more often for business purposes (Section III.B.4.), it is not very surprising that there were only a few respondents who singled out the collection for praise.

But the quality of the collection is not enough by itself. If we wish to attract more members of the economic community into the library, we must also provide such basic elements as a friendly and competent staff, attractive furnishings and facilities, and an atmosphere that is pleasant and conducive to their utilization. The libraries surveyed in this study can take justifiable pride in the attributes that were all volunteered by the users.

Another measure of user approval was obtained in the following Section V.A.2, when two-thirds of the respondents did not name anything they disliked about the public library when asked to do so.

TABLE 22: ATTRIBUTES OF THE PUBLIC LIBRARY

(number of respondents)

Reference and Circulation	
Staff is pleasant, competent, etc.	34
Requester can usually get what he is after	9
Access to other libraries in the system	6
Telephone reference service	4
Other service attributes	3
	56
Physical facilities	
Attractive furnishings and facilities	21
Atmosphere conducive to study and enjoyment	11
Arrangement is easy to use and browse	4
Other facilities	11
	47
Collection	
Library has a good collection	10
Recordings and films available	5
Other collection attributes	1
	16
Miscellaneous	
Good cataloging	4
Other attributes	6
	10

4. Criticisms of the public library. Every participant in the survey was asked to identify some things he did not like about the public library. The motivation behind asking such a question was to try to ascertain some of the real or imagined barriers to effective utilization of information that might exist, from the viewpoint of the intended user. In some cases, the respondent could merely repeat much of what he said in answer to the question about why he didn't use the public library more often (Section III.B.4.), but in most instances the orientation of this question was sufficiently different from the other to elicit different responses..

The libraries surveyed in this study can take pride in the fact that only about one-third of the respondents offered any criticisms. The remaining two-thirds did not state anything they disliked about the public library, most of them because they had no complaints, and some because of unfamiliarity with the library or an unwillingness to criticize. Although the interviewer probed as much as possible to try to elicit expressions of dissatisfaction, he very often could obtain only statements about library features liked by the respondents.

It should be recognized that the respondent was asked for constructive criticism about any public library he had used recently, and was not restricted to commenting only about his local city library. The reason is that in many cases he was considerably more familiar with the library nearest his residence, as brought out in Section III.D.2. Therefore, the criticisms that were made have not been grouped by city of employment, as they do not necessarily pertain to that city's public library.

They do, however, indicate the factors that work against the use of a public library by a businessman. It is only by knowing the nature of the obstacles that we can hope to take steps to reduce or eliminate them. A total of 99 criticisms were offered by 51 respondents, as shown in Table 23.

TABLE 23: CRITICISMS OF THE PUBLIC LIBRARY

(number of respondents)

Physical facilities	
Parking facilities inadequate	10
Overcrowding, lack of privacy	9
Atmosphere not conducive to use	6
Internal arrangements confusing	5
Should be open later, and Sundays	4
Other physical facilities	9
	43
Collection	
Too skimpy for his needs	9
Not up-to-date enough	7
Desired books are always out	5
Other collection weaknesses	1
	22
Reference and circulation	
Staff attitudes not service-oriented	13
Lack of company borrower's card	5
Existence and brevity of loan period	5
	23
Miscellaneous	
Lack of informative publicity	3
Red tape, restriction, regimentation	3
Other criticisms	5
	11

As in the discussion of attributes of the library in the preceding section, the importance of physical facilities and staff attitudes is evident. It is also of interest to note that the availability of the collection, as well as its quality, is a sensitive matter to the businessman user. He wants to be able to browse the shelves himself, so the internal arrangements must be simple and easily understood, and there should be a minimum of locked cases, special locations of materials, etc. In addition, he is disappointed and discouraged when he locates a book he wants in the card catalog and then finds that no copies are on the shelf. An expensive but necessary feature of service to the economic community is the provision of multiple copies of the good books, so one is available when needed.

It should also be pointed out that there is often more than one way to alleviate some of these problems. For example, when considering the complaint about parking facilities, we should not merely confine our thinking to trying to provide more parking space, though naturally that is the most obvious solution. We should also consider ways to reduce the necessity for the user to have to come to the library in the first place. Such devices as publicizing the telephone reference services, providing mail and delivery services, and accepting orders for publications or photocopies by telephone, would all tend to reduce the need for parking facilities.

In concluding this section on constructive criticism of the public library, it is necessary to commend the directors of both city libraries that were surveyed. Throughout our discussions of these findings, their attitudes have been most receptive. They have been quick to acknowledge some specific criticisms that they felt were justifiably directed to their libraries in particular. In fact, some of the conditions that gave rise to the complaints were immediately modified or eliminated by those libraries even before this report was completed.

B. As seen by the library community.

1. The collection. The Bonn report makes the following observations about the collection that the public library should have in order to serve the needs of business and industry:[17]

> Each local service-contact library must have a basic common core collection of selection tools, reference works, indexing services, and government publications covering all fields of business, industry, science, and technology. This collection need not be large or highly technical. It must be authoritative, however, and it must acquaint the searcher (or patron) with advanced and more specialized materials, in the subject or research center libraries perhaps, if the patron feels he needs them.
>
> Each subject center must have, then, the basic core collection common to all local service-contract libraries plus an advanced common core collection suitable to its position as a district reference center. In addition, of course, it will need a topical collection appropriate to the interests and needs of its own local community and, to the extent that advanced works should be available regionally, of its district. Each advanced core collection should include all periodicals indexed by the basic core indexing services (current subscriptions and substantial backfiles), the major indexing and abstracting services in English, the major subject literature guides, the major subject reference works, and ample holdings of government publications (U.S., California, U.N.) including the important indexing and abstracting serials.

It is difficult to establish reliable quantitative representations of these desired goals for the collection. The Pfoutz and Cohen survey that was performed in 1965 indicated that more than half of the 40 public libraries who reported had science-technology collections below 50,000 volumes in size.[18] They felt, however, considerable dismay about this fact, indicated by the following quotation:

> A collection of books and periodicals in the neighborhood of 50,000 volumes spread over the entire range of the five and six hundreds is not a strong collection and could have little of value to offer industry.[18]

If Pfoutz and Cohen are correct, then the public libraries of Pasadena and Pomona have a long way to go in building up their collections for business and industry. Statistics are not kept in either library which identify the size of the collection for any particular subject field, but estimates and calculations made with the department heads of the libraries indicate that each has only about 30,000 to 35,000 volumes in the parts of the Dewey classes 300, 500, and 600 (Social Sciences, Science, and Technology) that would be included in a Business-Science-Technology Department.

It was decided not to employ the usual evaluation method of computing the percentages of titles in the collection that are on some recommended list. Although this method may be suitable for other fields, such as literature or the social sciences, where a broad representation of viewpoints is desired, it was felt to be less reliable for the fields of business, science, and technology. One reason for this opinion was that it is less likely that a recommended list could have as broad applicability as in the humanities and social sciences, since each collection for the economic community should reflect the character and needs of that particular community.

Perhaps more importantly, it was also felt that a good business-science-technology collection need not reflect the same kind of broad representation of multiple viewpoints. In many instances, having multiple copies of a single good work on management use of computers, for example, might be better than having single copies of the great many titles that appear on the subject. Some titles might be at too high or too low technical levels, and some might merely "re-hash" what the others have presented in better form.

It is informative to record here the frank comments that were made by the library staff members who were interviewed about their present book selection policies in these fields. Although they work at the Pasadena and Pomona city libraries, their comments might perhaps be reflective of other libraries as well.

1. There is a tendency to buy cheaper books rather than the more expensive ones, so price may be a more important book selection criterion than quality.
2. There is a failure to up-date the collection, so the age of the collection is too high.
3. There is a tendency to keep older editions on the shelf even when the newer edition has been purchased, just to try to help provide more books for the requester, although what he is provided may thus be of little value.
4. Selection is made mostly for the large general audience, not for the specialists, and not higher than college freshman level.
5. All the relevant selection tools are checked regularly for new titles, but only a few titles are actually ordered.
6. Multiple or added copies are seldom purchased, the library relying on the single copy to satisfy the need.

It is not surprising then, that the local businessman does not think highly of the public library's collection, for its selection practices as revealed in the foregoing remarks would furnish him books that are too few, too old, and too general to be of much assistance. Since the libraries have the book selection tools and the professional competence to select the best publications, there are only two obstacles standing in the way of improving the collections to the point where they will be more highly regarded by the economic community:

1. Better communication between the library and the economic community so that each will be more keenly aware of the other, using techniques described in Section IV.C.

2. Greater financial resources for the book budget, as discussed in Chapter VI and in Section IV.D.

2. Staffing. The Bonn report assesses the value of good staffing as being higher than any other factor, as follows:[19]

> But more important than resources or facilities in service-contact libraries will be the personnel, especially the reference staff who deal directly with the people who turn to the libraries for information or reading material in business, industry, science, or technology. They must be good reference librarians, of course, and they must be adept in dealing with skeptical, reluctant, confused, and often vague individuals. Each one must be able to extract from the patron his exact problem, to interpret that problem exactly and in context to a subject or research center if necessary, and to interpret the answer to the patron when it is found. ... Perhaps what I am saying is that it is people - librarians - who give service, not resources, libraries, systems, or networks.

The Pfoutz and Cohen paper stated that "staff shortages, and especially the lack of professional librarians with scientific training, were among the more important problems reported in the survey."[20] Although subject competence is undoubtedly helpful in library work, its importance continues to be a controversial matter among librarians. Wheeler and Goldhor point out that "no one can start with a deep knowledge of so many areas as a subject department includes," but he can and should try "to comprehend major aspects of the field and most of all to know its literature."[21] Some persons, including many of the respondents in this survey, feel that the most important staff ingredient is a pleasant and helpful manner that is user-oriented and service-oriented. Without the proper attitudes, staff expertise will be of little value to the economic community, because they won't avail themselves of a service that is disagreeable. With the proper attitudes, the librarian will be considered more like a colleague than an adversary by the businessmen. This relationship reveals itself when a helpful librarian induces the businessman to work together with her in tracking down information which otherwise would be too technical for her to understand.

The staffs of the public libraries in this survey were outstanding in their sincere desire to be of greater assistance to their clientele. They also possess the intelligence, bibliographic knowledge and experience, and orientation to business needs that are essential to the high level of service they now try to provide with limited resources. Therefore two additional ingredients are all they need, besides the expanded collection that was discussed in the preceding section:

1. A greater degree of familiarity with the business firms that make up the local economic community, and with their information needs, that can come from increased personal contacts, interviews, visits, and joint meetings.

2. Increased manpower, sufficient to handle an increased reference load that will result from the library's public information programs, sufficient to enable the staff to provide personalized information services which will not turn a user away or refer him elsewhere but which will take on his information problem and follow it through to its solution, and sufficient to enable the business-and-industry library staff to concentrate on that phase of library work so that the businessman does not have to compete with other segments of the community for the librarian's attention.

3. Services. The Pfoutz and Cohen study discussed a number of services which they feel are important in serving the economic community, as follows:[22]

1. Telephone reference service, which the respondents also placed very high on their list of desired services. Both public libraries have very active telephone reference services, and observation indicated that they are properly staffed and highly appreciated by the community. As the expanded service is publicized, it is very likely that this phase of the library service will receive a greatly increased workload. Not only will the newcomer user-firms avail themselves of its convenience, but many of the present library-user firms who do not know of its existence will begin using it. It is important that this service be manned by sufficient and capable personnel, because the telephone will be the primary means of contact between the business firm and the library, to a much greater degree than for other categories of library users.

2. Preparation of bibliographies and literature searching. This kind of service is naturally time-consuming, and requires more subject knowledge on the part of the staff member. Although some library users will request such services, they will probably not be numerous, as only a relatively minor fraction of the firms in the economic community require this kind of service, and some of them have librarians on their staffs to seek it out. Those who do request it are often willing to assist the librarian by examining literature guides and the card catalog together with her, thereby minimizing the amount of subject expertise required by the librarian. Neither of the two libraries does much of this work for users at present, and will need a better collection of indexing and abstracting publications to make it possible to be done properly.

3. Consulting services to advise companies on various problems associated with the establishment and maintenance of company libraries. It is pointed out in Section II.D.5. that such a service would dilute the attention of the library staff from serving the community as a whole. It is suggested instead that the library put the requester in touch with a library consultant or information specialist who devotes his full time to problems of this kind.

4. Photocopying services. Although each of the two libraries has a copying service for library users, they differ as to whether they permit the user to make his own copy, and as to the charge per page. Neither procedure was held in high regard by many users, as they dislike the long lines waiting to use the machine, the amount of the charge, the occasional malfunction of the machine, and the necessity to travel to the library to make the copy. As mentioned several times in this report, each library should offer a service whereby they will take an order by telephone, make the copy themselves, and mail it (or deliver it, if requested) to the requester, either with an invoice enclosed or by charging the amount against a deposit account set up by the firm. It was suggested that the business and industry department might have its own copying machine in the library, which would reduce the number of people using it and might thereby also reduce the frequency with which it goes out of order.

5. Interlibrary loan services. At present, loans are provided primarily from within the Metropolitan Cooperative Library System. Although some interlibrary borrowing from other libraries is conducted, the more common practice is to refer the requester to the other library directly, when it is in the local area. As recommended in several sections of this report, interlibrary borrowing services should be greatly expanded. The businessman should not have to visit the other libraries himself, but the public library, serving as his main source of information, should borrow the material for him. The cooperative efforts sought in this project, as discussed in Chapter VII, are designed to put the total bibliographic resources of the area at the disposal of the businessman, with the public library serving as the coordinator.

A "service" which is so basic that it is often overlooked is the simple provision of a borrower's card. Many respondents were irked that the library forces them to purchase non-resident cards when they want to use the library. The local public libraries should follow the example of the Los Angeles Public Library, consider local firms to be residents of a kind, and issue free borrower's cards to them. We can't treat them as second-class citizens and still hope to increase their support.

4. Physical facilities. Neither of the two libraries has a special room set aside for business and industry at present, but it is recommended that they try to do so. A number of respondents also made that suggestion when asked how the library could be of greater service to them. Each of the library directors is anxious to have such a room (one did have it before moving to new quarters), but it will require some shifting of collections, partitions, and staff members to bring about.

The purpose of such a room would be to create an environment that would be especially conducive to serving the businessman. The staff, collection, and equipment that he requires would be present and readily available. The staff would be able to concentrate and specialize on serving the businessman alone, and would not be distracted by other demands. The user himself will welcome relatively uncrowded reader facilities that are designed with him in mind, and which are not occupied by other kinds of users who distract his attention or prevent him from using the facilities effectively.

Attention should also be given to the intangible item of "atmosphere." The facilities should reflect the kind of environment the businessman wants: quiet, efficient, businesslike, speedy, and competent, yet pleasant and attractive. Part of the unfavorable image we are trying to eradicate has to do with the inefficient and unattractive kinds of library furnishings and facilities that are still found in too many libraries.

All of this should not be thought of as "pampering" the businessman beyond what he is entitled to as a library user. It is just that his time is so precious that he can't afford to waste it on unproductive efforts. Moreover, he is willing to pay for services and facilities that are important to him, as will be brought out in Chapter VI.

The major new item of equipment that will be required, besides the additional shelving to accommodate the increased collections, will be a microform reader-printer. This machine should be capable of handling both microfilm reels and microfiche sheets. It will enable the library and its users to have convenient access to many specialized kinds of publications that are now being produced in microform. These include patents, financial information on companies, trade catalogs, standards, and specifications, as well as the traditional theses, technical reports, and back runs of periodicals and newspapers that have appeared on film for some years now. The savings in space and in maintaining the collections that arise from the use of microforms are considerable, but there is ordinarily quite a bit of resistance on the part of the user, who would naturally prefer to have the full-size original material. By having a printing device as part of the microform reader, some of the user-resistance can be overcome, as he can obtain an enlarged print of the pages he desires. Perhaps the greatest value of having a microform reader-printer, however, is that it enables the library and the user to have access to many publications that are available only in microform. The number of such publications is growing steadily, especially with the large government publishers making more and more use of microforms as their primary means of publication and distribution of their materials.

One other item of equipment to be acquired will be a small number of telefacsimile transmitting and receiving devices. These will be used in an experiment during the demonstration period, to test the parameters and effectiveness of such devices as means of providing intensive information services to a few selected firms. These devices are rented or leased rather than purchased, and may be returned when the experiment is over, unless the results are so favorable as to warrant indefinite retention. Their use is discussed in Section VIII.B.

C. Conclusions and recommendations.

1. In giving primary attention to building up the collections and staff, and publicizing their availability, we must not lose sight of the fact that the most visible points of contact with the users are still very basic ingredients to their satisfaction. It is important to continue to provide attractive and easily-used facilities, a good "atmosphere," and a helpful staff. Members of the economic community are human, after all, and appreciate the same fundamentals of good service as anyone else.

2. Recommendations for the purchase of specific titles are not part of this planning phase of the program. Once the objectives have been established and the funds made available, the librarians of the two city libraries are quite experienced and capable of judging and obtaining recommendations for items that should be added to the collection.

3. In addition to obtaining required funds, another important consideration in building the collections is to achieve a greater degree of familiarity with the needs of the specific kinds of firms in the local communities. Direct contacts between the library staff and the economic community should be encouraged.

4. To assist not only with book selection but with many other matters of policy and practice, it is recommended that a Liaison Advisory Committee be established in each of the two cities. It would be composed of local businessmen and would have the function of representing the economic community to the library and vice versa. It would thus help the public library to frame its program and actions in accordance with the real needs of the intended users, and in turn could assist in explaining library programs and policies to area businessmen. Many useful suggestions on such topics as the public information program, special services that are desired, techniques for handling small service charges, etc., were obtained from interviewees just in the course of this survey.

5. To avoid unnecessary duplication of materials, it is recommended that the Pasadena library concentrate on serving the financial, retail trade, and service

sectors, and that Pomona focus its attention on the industrial and manufacturing sector. Although each collection will thus be tailored somewhat to the major interests of its own economic community, their materials will be available to all other members of the Metropolitan Cooperative Library System.

6. It is recommended that the patents, standards, and specifications be obtained on microfilm, because they are usually requested by number and do not require browsing. Trade catalogs and annual reports are also available on film, but it is recommended that full-size collections of those materials be maintained for the convenience of most users, who greatly prefer to browse through the material.

7. Providing collections of such specialized materials should be a valuable service to the economic community, for it will save the businessman the time-consuming task of trying to obtain such relatively obscure materials from sources with which he is not familiar. Furthermore, these collections are comparatively self-arranging and well indexed, requiring minimal maintenance, and their availability is easily publicized and made known to the economic community, because they are well defined categories of material.

8. To assist in the development of other innovative library operations and procedures, it is recommended that the public library work especially closely with one or two selected business firms in the community to experiment with various kinds of new or specialized services or techniques. One Pomona firm of consulting engineers has already volunteered to serve in this test capacity. Before any substantially new departure from existing procedures, such as a scanning or current alerting service, is installed on a community-wide basis, it could first be tested and de-bugged in the sample firm. This would also make possible the estimation of potential usefulness and costs of a new technique, such as facsimile transmission, to provide better information upon which more intelligent planning can be based.

9. To provide the additional manpower that will be required for service to the economic community, the telephone and reference staffs in particular will

have to be augmented, as they will be the most heavily used. Although subject competence is a desirable asset for the staff to possess, it is even more important to see that they are service-oriented and user-oriented in their approach.

10. The services and conveniences that have been discussed should be instituted, particularly the telephone ordering service and the provision of a borrower's card that can be used by all employees of a local firm, regardless of whether or not they are residents of the city. During the time they are working in the city for their employer, they should be considered a kind of resident, and be entitled to all services given to other residents without having to pay non-resident fees. In adding these services and conveniences, the public library will be taking on more of the appearance of the special library, which the businessman appreciates.

11. Additional shelving will be required to house the enlarged collections that will be needed for service to business firms, and a microform reader-printer will be needed to make available a great many publications that could not otherwise be obtained in their original format. If feasible, the two city libraries should continue their efforts to provide a separate room for business and industry services, in order to be able to bring the desired amount of concentrated effort to bear on that facet of library service, and to provide the intended user with the most appropriate environment for his information services.

VI. METHODS OF SUPPORT FROM THE ECONOMIC COMMUNITY.

A. General considerations.

One of the objectives of this study was to explore possibilities of continuing financial support from local sources, to follow the funding of the demonstration period. There is some controversy, however, as to the justification of assessing fees for public library services.

One view is that all public library services should be provided without fee, and that there is no reason to single out the business community to have to pay for the services it receives while other services are provided free of charge. The other view is that fees for business-industry library services are justified and necessary, because (a) the business service will be superimposed on existing services that are self-supporting from tax revenues, (b) business services are more costly in terms of the publications and the staffs that are required, and (c) the economic community is willing to pay for it.

Speaking of library fees generally, a paper by Tiebout and Willis justifies them in this way:[23]

> Library services may be inadequately provided not only because the nonusing public fails to appreciate their function, but also because the user is not charged enough.
>
> It has commonly been held that any fee charged for library service will prevent a wide use of the library. This is true in the short run, but may not be the case in the long run. ... Any fee charged for library service will probably initially reduce the number of library users, especially if the quality of library service remains the same. In the long run, however, revenues from fees can be used to improve the quality of library services, and this could eventually result in an increase in the number of users beyond the initial level.

Many communities may feel that they cannot expand their library services to the economic community without a fee structure for support, as Pfoutz and Cohen say:[24]

> This may be the solution for some public libraries, especially in large industrial centers where the local tax support available for libraries seems to have reached a limit beyond which present-day officials are not inclined to go. In these centers, industry is desperately in need of information and often willing to pay for good service.

There is also the possibility of obtaining some funds for a needed program by adjusting internal priorities which determine where the available resources are being allocated. Funds can be transferred from a less vital service into a more needed service, but this requires careful and thorough examination of basic library objectives and goals, as discussed in Section IV.D.

There are other kinds of support besides fees that the businessman library user might be willing to provide. Each respondent in this survey was asked a series of questions dealing with various methods of supporting special services to business and industry, in the event that funds in excess of ordinary library income from tax revenues will be required. Five methods of support were presented to the respondent in ascending order of expense to his company, and a sixth (somewhat unusual) non-monetary method was added at the end of the list. The results appear in Table 24.

The findings indicate that about 3/4 of the firms would be willing to donate their surplus magazines, 2/3 to receive reference calls for information, 1/2 to pay fees or transactions charges for individual services, 1/3 to subscribe to library bulletins and to pay annual membership fees, and 1/10 to make outright grants or gifts to support the library services to the economic community.

B. Donation of surplus periodicals.

The most frequently named method of support was the willingness to donate surplus magazines to the public library. Several firms said they already are doing so. In most cases, donations are not a good means for the building or maintenance of library collections, however, because of the unreliability of continuous supply, and because the journals are naturally out-of-date and somewhat shopworn by the time the library receives them. Nevertheless, the library could occasionally fill gaps in its holdings or the holdings of other libraries in the cooperative system, could exchange some of the material for more needed material with other libraries, and could even convert some of the periodicals into cash or

TABLE 24: WILLINGNESS TO PROVIDE SUPPORT FOR THE SERVICE

(in percentages)

	Pasadena	Pomona	Total
Willing to donate surplus magazines to the public library	70	79	74
Willing to purchase a subscription to public library bulletins	31	42	36
Willing to pay a charge for each transaction completed	49	52	50
Willing to pay an annual membership fee	31	31	31
Willing to make a grant or gift to help support the service	11	12	11
Willing to receive calls from the reference librarian for assistance	59	76	66

credit value with periodical dealers or with the U. S. Book Exchange.

Another important, though less tangible, benefit of such a program would be the maintenance of a means through which the individual firms would feel they were participating in and supporting the library service, and through which they could be periodically reminded of that service. Several of the firms eagerly agreed to donate their journals as a solution to their own problem of finding effective and useful disposition of surplus publications, so the library would actually be doing them a favor by providing such an outlet. Those journals which have no retention, exchange, or credit value to the library could either be sold as bulk paper, or be donated to the People-to-People Program, which furnishes publications to culturally impoverished countries.

Several firms pointed out that the library itself should be prepared to make the pick-ups of surplus publications from the firms, as many of them would not have the time, personnel, or means of transportation to take them to the library.

Eight firms said they just don't have any surplus publications, or that the physical condition of the ones they have would be too poor for use by anyone else. Eight Pasadena firms and one Pomona firm declined to donate their publications to the library. The reasons given were either that they convert them into cash, credit, or exchange themselves (this would be the special librarians' justifiable response), or that they felt the subject matter of their publications would not be useful for retention by the public library.

Because of the high level of support for this proposal, and to capitalize on the other benefits mentioned, it is recommended that the library institute a regular and well-publicized program of collecting surplus publications from local firms.

C. Subscriptions to library bulletins.

About one-third of the firms said they would be willing to support the library service by subscribing to announcements or bulletins prepared by the library. Many of those firms, however, added the thought that their willingness is naturally dependent on a reasonably low subscription cost and a reasonably high usefulness of the bulletins.

Another one-third of the firms answered in the negative, and volunteered the following reasons for declining:

1. They already receive such information through other publications, sometimes even more than they want.

2. Their firm requires little that such bulletins could provide.

3. They lack funds for such purposes.

4. There is a danger of establishing a precedent for other institutions to publish their own bulletins too, and the resultant obligation to support them all equally.

The remaining one-third of the firms did not answer the question, some of them indicating that such decisions had to be made by others in their firm, such as a superior officer, a board of directors, or the Home Office.

The library would derive substantial public relations values from the issuance of such bulletins, which would remind recipients of the existence of the service periodically. In addition, the bulletin would serve a public information function by being used as a vehicle to inform the economic community of various new publications and services that they might find useful. The Business and Economics Department of the Los Angeles Public Library publishes such a newsletter, and its value is such that the library maintains a mailing list of 5,000 recipients who have requested it. They do not charge a subscription fee for it.

Since the immediate objective of this program is to expand the service and acquaint the prospective users of its existence, and since only one-third of the firms are willing to pay for bulletins, it is not recommended to charge a subscription fee for it at this time. Such a charge might be self-defeating, in that it is likely that only those firms who are already library-oriented would pay for a subscription, and new users would not be attracted. After the two-year demonstration period, however, the situation could be reviewed and re-evaluated. By then, the bulletin would have had the opportunity to establish its usefulness, and a market survey of its recipients could determine the advisability and probable effects of initiating a subscription charge.

D. Transaction charges.

Half of the firms said they would be willing to pay for individual services the library might render them, as charges for each transaction completed. A number of interesting observations were made by these firms, as follows:

1. Such transaction charges are already commonplace for many other types of services the firms purchase, so the general idea would not be new to the economic community.

2. Information transaction charges are already being made by academic libraries, publishers, and commercial documentation services, for documents, photocopies, patents, reference searches, etc., so this would be nothing new to firms already paying such fees for information products to other organizations.

3. The level of charges should be low enough so as not to discourage use, yet high enough to compensate the library for the costs of the services and the collection of the fees.

4. Infrequent library users prefer transaction charges to membership fees, as they would pay only for services actually rendered.

5. Transaction charges are fairer than having the services supported only by taxes, since the users will be paying more than the non-users, and in proportion to the amount of use they make of the service.

6. Library services might be more appreciated if they have fees attached to them. Businessmen feel that "you get what you are willing to pay for." Con-

versely, the library will have to provide worthwhile services in order to justify charging for them, so the fee structure will provide an incentive and obligation for high standards of performance by the library.

7. Such a change in policy, wherein a publicly-supported agency begins to charge for its services, requires a thorough public information program to explain the reasons for the action.

Of the remaining half of the firms, two-fifths answered in the negative and three-fifths did not answer the question. The reasons given for the negative responses included the following:

1. The firm has a low need for such services.

2. Such charges might set a precedent for similar charges by other public services and agencies.

3. Such charges conflict with the idea of being entitled to free service from a tax-supported institution.

Thus the economic community is evenly divided as to its opinions on this matter. However, libraries already charge for some things, like photocopies, overdue books, replacement of lost books, reserves, and non-resident borrower's cards. There already is, then, a subtle acceptance of the role of the public library as a receiver of payments. Transaction charges would merely extend the range of kinds of publications and services for which fees might be charged.

The primary objective of the program at this time is to acquaint prospective users with the benefits of using the expanded information services. Fiscal balance is of less concern during the demonstration period than it will be later. Since it seems likely, however, that some transaction charges will be a permanent characteristic of the service, it is advisable to assess some nominal charges from the inception of the expanded program. Such fees should be limited at the beginning to the more tangible and expected items, such as photocopies, delivery fees, postage reimbursement, etc. It is not likely that business firms will forego using the services because of these normally-expected kinds of charges. Charges for less tangible services (reference, literature searching, etc.) should not be instituted until later, if at all, when the quality of the services and their appreciation by the users will presumably be greater than they are today. It is also more difficult to formulate a price structure for services which do not involve a tangible information product. It has to be done on a basis of hourly or time charges, which are somewhat foreign to the nature of library work, involving as it does the presence of frequent interruptions and the ability (and necessity) to work on several requests almost simultaneously.

E. Membership fees.

Slightly fewer than one-third of the firms indicated a willingness to pay an annual membership fee to support the expanded service. Their comments on the proposal included their reservations that their willingness will depend on their volume of use of the service, the level of the fees, the quality and value of the service, and the economics of the annual fee as compared with separate transaction charges. Several respondents suggested that both plans should be available to users, who could choose the plan, or some kind of combination of the two plans, that would be most appropriate for them.

Those who reacted negatively to the proposal, who outnumbered those who reacted positively by a slight margin) volunteered the following reasons:

1. Anticipation of little need for such services, or the difficulty of predicting the amount of need in advance.
2. Lack of funds for such purposes.
3. Possibility that the plan might be a precedent for similar fees to be assessed by other public agencies.

Some of those who did not answer the question (one-third of the respondents) included in their remarks their lack of authority to make the decision, as in the other parts of this question.

It is recommended that annual fees not be instituted at the beginning of the expanded program, when the services will not yet have proved themselves and will not have been sufficiently publicized. The idea should be given much study and thought during the demonstration period, however, with the objective of having such a plan available for those who would like to participate in it. It would be similar to the Industrial Associates program of the California Institute of Technology in many respects, offering a "package" of information services to those who become members. Annual fees could provide stability to the financial support of the services, and would relieve both the library and the user of some of the burden of the bookkeeping and accounting that are required in the handling of small transaction charges.

F. Grants or gifts.

Only one-tenth of the firms were willing to make outright grants or gifts to the library to help support the service. They added the thoughts that their willingness was subject to approval by superiors in many cases, and depended on their ability to afford it, but that such donations might be especially appropriate to help get the new service started.

Almost half of the firms reacted negatively to the idea, giving such reasons as the following:

1. Anticipation of little need for such services.

2. Lack of funds for such purposes.

3. Danger of setting a precedent which might require similar gifts to other agencies, or similar gifts by other branches of the firm to all the local libraries of the areas in which the branches are located.

4. A feeling that it is inappropriate to make donations to a tax-supported public agency, except perhaps through Friends of the Library groups.

5. Businessmen want to feel they are purchasing something specific with their money.

6. Donations add to the firm's overhead costs, so are less desirable than transaction fees, which are direct expenses for purchases.

Some of those who did not answer the question included as their reason their lack of authority to make such decisions, as with earlier parts of this question.

Despite the willingness of some firms to make grants or gifts to help establish the new service, it is not recommended to solicit such donations at the beginning, for two reasons. First, the program will be somewhat experimental at first, and the prospective donor cannot be completely assured that the program will be successful or will continue beyond the demonstration period. Secondly, the State Library will be providing the Federal funds that are required for the demonstration period, during which the experimentation and anticipated successful growth will occur. If the program is as successful as is anticipated, a regular solicitation of grants and gifts might then be instituted after the initial two-year period. It is not suggested that gifts not be accepted from willing donors during the first two years, but just that soliciting them might be premature and more difficult than would be the case after the service has proved its value.

Many donors like to know just what the amount of money they propose to donate will buy, rather than just see it go into a large melting-pot of funds. To this end, the solicitation campaign should identify some specific items that can be financed with specific amounts of money, or it can suggest some particular purchase that has been selected as the goal for the year.

G. Reference assistance.

About two-thirds of the firms expressed willingness to be called upon by the public library for reference assistance in their fields of specialization. Most of the people in this hitherto-untapped human resource eagerly accepted this opportunity to be of assistance to the library. Although this practice will be rather unusual for a public library, it is not at all unusual for a special library to call upon specialists in its own firm (or elsewhere) to assist with subject expertise. Not only can specialists provide quick and authoritative information (or reliable leads to information), but such relationships lead to more harmonious teamwork, cooperation, and support between the library and its clientele.

As a first step in this direction, an index file should be constructed of "who-knows-what" in the local area. Those in charge of the business-industry service will have as one of their duties the establishing of personal contacts in the economic community, and such contacts will provide information for that file. The interviews that were performed for this study can be used to begin the file.

Only 12 firms answered this question negatively, some saying they were just "too busy." It is interesting to note, however, that 11 of those 12 were responding to the mailed questionnaire, and only one was an interviewee. So perhaps many of those 11 who responded negatively by mail would be more receptive to the idea if it were explained to them in person.

Eight respondents pointed out that many firms already furnish such reference assistance to members of the general public who call on them for help, often students who are working on a thesis or term paper in those fields. Some respondents also offered to provide the library with copies of publications produced by their firms, in addition to providing reference help. Such offers should assist the library in acquiring some valuable material that does not appear in the commercial publishing market. The offers also reveal the genuine desire of the members of the economic community to be of assistance to the library, and their appreciation of the fact that the library values their assistance and participation highly.

Eight firms mentioned that the library should not abuse these offers of assistance by too-frequent or unduly time-consuming calls. They want to help, but the library must not place too great a burden on a few willing persons. An attempt must be made to distribute the calls among as large a number of businessmen as is feasible.

H. Conclusions and recommendations.

As pointed out in the immediately preceding pages of this chapter, the members of the economic community are willing to provide support of various kinds to the public library in order to achieve the kinds and levels of service that are desired. Distinctions must be made between the kinds of support that should be sought during the two-year demonstration period and those that should wait for implementation until the newly expanded services have been properly publicized and have proven their value to the economic community.

The two best-received suggestions were the donation of surplus periodicals to the library and the availability for reference assistance upon request from the library. It is recommended that both services be instituted from the beginning of the program and be continued indefinitely as regular library operations, for reasons outlined in Sections VI.B. and VI.G.

Also from the beginning of the demonstration program, a regular monthly news bulletin should be prepared and distributed to local business firms, and nominal transaction charges should be assessed for tangible and expected items only. The possibilities of charging a subscription fee for the bulletin and of extending the transaction charges to less tangible information services should be studied during the demonstration period but not intituted during that period.

The possibilities of offering a package of information services on a membership fee basis, and of soliciting outright grants or gifts in support of the services, should be studied thoroughly during the demonstration period but should not be instituted until the services have proved their value to a large segment of the economic community. It would not be appropriate to institute those programs until the library has had a chance to expand its services and the economic community has had a chance to use and appreciate them.

VII. COOPERATIVE RELATIONSHIPS REQUIRED FOR TOTAL LIBRARY RESOURCES

A. General considerations.

Library cooperation has been a long-standing goal of forward-looking librarians, and is of central importance to the provision of service to the economic community. For example, the following statement is from a publication now almost 30 years old, written by one of the early leaders in this field:[25]

> In planning for business service, it is essential to consider the library resources of the community not solely in terms of the public library collections. Local and adjacent institutional, university and private business libraries must not be forgotten. Efficient use of funds may be developed through an understanding of special interests and opportunities for cooperation. In more than one city the university librarian, the librarians of major corporation libraries and the librarian of the public library confer and agree as to which will purchase certain expensive files of material infrequently used but essential background for reference and of interest to all. Through such means, the library resources of the community prosper without undue expense to any institution.

The State of California has been one of the nations's leaders in promoting interlibrary cooperation among public libraries by encouraging them to band together into library "systems" which cross traditional jurisdictional lines in bringing good library service to more citizens. The two public libraries of this study are members of the Metropolitan Cooperative Library System, which has its headquarters at the Pasadena Public Library, and which serves the library users of 16 communities. The California State Library is now seeking ways to promote interlibrary cooperation among various other kinds of libraries in addition to public libraries, adding academic and special libraries to the growing number of cooperating institutions.

Both library directors involved in this study have been active in such endeavors. As far back as 1964, the Pasadena City Librarian sent questionnaires to a wide variety of local organizations to determine the location of all available private and public library collections, in order to set up interlibrary relationships that would avoid the costs to the taxpayer of duplicating those collections.

The Pomona City Librarian has been contributing the holdings of his library to a computer-produced union list of serials maintained by the Mount San Antonio College Library, which includes the holdings of two other college libraries, another public library, and a hospital library. Thus both city librarians have a great deal of interest and experience in interlibrary cooperation, not only between public libraries but also including academic and special libraries as well.

Surely this is the direction of the future. The costs of publications, shelf space, and staffing are such that duplication must be limited to just what is necessary. Since we can't have everything on our own shelves, we must be able to share resources with one another.

The Boaz report has as its first recommendation the following statement:[26]

> 1. Cooperation among various types of libraries:
> It is recommended that the library resources in Southern California be strengthened and coordinated and that this be brought about by library leaders in the various kinds of libraries. It is suggested that they meet, organize, and work out cooperative working relationships among these types of libraries: public, college, and university, public school, and special or technical libraries. Obtaining access to the collections of university and special libraries will open new resources to students, and to professional and research people.

As a preliminary step in this direction, the directors of the major academic and special libraries in the two communities were interviewed at some length. In addition, the heads of the three most relevant departments of the Los Angeles Public Library were interviewed, to discuss that library's role and functions as the research library of the region. It was most rewarding, gratifying, and encouraging that all the interviewees expressed their willingness and eagerness to explore various ways and means of increasing interlibrary cooperation in order to provide better service to the economic community.

B. College and university libraries.

In examining the use of outside information sources in Section II.C., it was noted that businessmen now call upon their local college and university libraries to supply material needed in the conduct of their businesses. This is partly because the public libraries are not generally known to provide services to the economic community, and partly because the academic libraries have especially good collections in science, technology, business, documents, etc. In an effort to explore ways to improve cooperation between public libraries and academic libraries in serving the business community, interviews were held with the library directors of the following institutions:

Pasadena: California Institute of Technology
Mount Wilson Observatory

Pomona: California State Polytechnic College
The Claremont Colleges Honnold Library
Mount San Antonio College

There can be no question but that the business community would be considerably benefited by greater interlibrary cooperation between public and academic libraries. The academic libraries, like the public libraries, are being asked by local firms to provide more services to the economic community. They lack the personnel, collection, and motivation to provide such services, however, because their primary objectives are naturally to serve their own students and faculties. It is highly significant, therefore, that most of the academic libraries would welcome a greater opportunity to refer local businessmen to the public library for service, again reinforcing the idea that the public library is really the most appropriate information agency for the economic community.

In exchange for being able to refer local businessmen to the public library, the academic libraries are quite willing to cooperate by furnishing interlibrary loans, photocopying, and brief reference services to the public library as needed. Each academic collection has special strengths that can be of considerable assistance to business firms. For example, Cal Tech's collection is especially good in current research material, Cal Poly in science and engineering, Mount SAC in technology and audio-visual materials, and Honnold in government documents. It is revealing that when asked to identify weaknesses in their collections, the two largest academic libraries mentioned their lack of broad, general, and more popular material, the very areas that the public library might be expected to have.

Thus the combination of the two kinds of collections will provide a much broader collection of material for the businessman than could otherwise be possible.

In general, the economic community has limited access to the academic collections at present. Cal Tech has an Industrial Associates program, which provides excellent library service to firms who pay a fairly sizable annual fee to the university for a package of special services; it provides limited services to other firms, because of space and staff limitations. Cal Poly generally restricts the use of its library to the reading room, circulating material only in special circumstances. Mount SAC provides free telephone reference, but requires purchase of a $2.00 Courtesy Card for use of its collection. The Claremont Colleges provide a $15.00 card for Honnold Library use by outsiders, and it doesn't include the use of the Science departmental libraries, due to low staffing there. After 5:00 p.m., a pass is required to use the Cal Tech collections, and the fee card is required for use of the Mount SAC and Honnold collections at all times. Loans are available from Cal Tech only through interlibrary lending to a responsible person in the firm and by utilizing the approved interlibrary borrowing forms and procedures.

The academic libraries do cooperate well with the public libraries at present, especially in granting interlibrary loans when requested, but the volume of such requests is low. The low volume is probably due first to a lower volume of public library use by business firms than will eventually be the case, and by the present tendency of the public libraries to refer requesters directly to other libraries for material, rather than to borrow the material themselves on behalf of the requesters. There are indications that the academic libraries are willing to grant special privileges to public library staff members who will be using the academic collections on behalf of the business community. For example, the Honnold Library grants courtesy cards to public library staff, but requires firms employing special librarians to purchase their $15.00 users' cards. Furthermore, the lending of material via the interlibrary loan code and procedures is immediately granted to a public librarian, whereas a small firm would first have to obtain the forms and indicate the employee who is to be responsible for the material. There is a question as to whether Cal Tech will be able to supply free loans to the public library on behalf of a business firm, because of the possibility that some firms might use that avenue to bypass Cal Tech's fee-based Industrial Associates program. Discussions between the librarians should be able to arrive at a satisfactory solution, however, even if it means the public library will pay the $4.00 interlibrary lending fee that Cal Tech requires for each loan to a non-Associate borrower.

The academic libraries make little use of the public libraries at present. When asked for the reasons they don't use the public library more often, they said they had little need to do so, except for the Cal Tech library director. He does feel the need, from service demands received from business firms, but feels that the public library's collection contains little that his excellent library does not already have, especially in the field of trade journals. The academic library directors were also asked to identify the features about the public library that they especially liked. The two Pasadena-based librarians named the quality of the staff first, and the two Pomona-based librarians named the quality of the collection first. One Pasadena-based librarian also felt the public library has a good collection of back runs of the more popular journals, which she finds useful. One Pomona-based librarian identified "good service" as being characteristic of the Pomona public library.

When asked to suggest ways in which the public library could be of greater assistance to the business community, two of the academic librarians identified the already-stressed need for better communication with the intended users, letting them know what is available. Two of them pointed out the values that would arise from having a central collection of materials of interest to business and industry, a specialized department with specialized librarians on duty there. One librarian mentioned the need for a larger public library staff, in order to provide a specialized and individualized kind of service that differs from the mass-audience kinds of service that the public library is often forced to supply. One other librarian suggested that the public library cater especially to the smaller firms in the community, because (a) they lack other means of assistance, and (b) there are so many more of them; the larger firms can more easily provide their own informational materials and staff, and can more easily afford to pay user fees now being assessed by academic libraries for services to outsiders.

The academic librarians were also asked about making information describing their holdings available to the public libraries. It was learned that two of them, Mount SAC and Cal Poly, already contribute details of their periodical holdings to a computer-produced list that is maintained and produced by the Mount SAC Library, and which includes the Pomona Public Library's holdings as well as the holdings of LaVerne College, West Covina Public Library, and the Pacific State Hospital, a nice mixture of academic, special, and public libraries. Copies of that list are made available to its contributors, so the Pomona Public Library already has a copy, and one could be furnished to Pasadena as well. Cal Tech has a published list of its periodical holdings, for which it usually charges $10.00, but the library director seemed willing to consider providing a copy without charge to the public library as part of a continued program of expanded cooperation. Mount Wilson has a published list which it is quite willing to give the public library free of charge. The Honnold Library did not have a list in a form suitable for distribution, and is not included in the Southern California union list,[27] which should be a major reference tool for interlibrary borrowing and lending activities in the area.

Several of the academic libraries produce accessions lists of their new acquisitions, but they were generally reluctant to circulate them to outsiders for two reasons: (a) it might result in requests for interlibrary loans for current material, which is naturally in greatest demand, and (b) such lists are of little real value to libraries in knowing the holdings of other libraries, because they are not indexed or searchable in any way other than going through each list on an item-by-item search.

Existing cooperation with the public libraries was characterized as generally very good, but with recognition of the fact that it was little used at present. The library director with the greatest need for public library cooperation, Cal Tech (because of its demands for service from the economic community), pointed out that existing cooperation is, however, totally unsystematic. He said, for example, that he doesn't know the names of any of the personnel to call upon in the public library except the director, and he doesn't want to bother her with every question he might have. The Mount SAC library director stated it another way: the informal methods now being used are satisfactory, but they won't be if the usage and the demands increase as expected.

To increase the level of cooperation, the Cal Tech librarian suggested that more information should be made available about the holdings and the services provided by the public libraries, as he does not know at present just what he might ask of them. The Honnold librarian cautions that some form of reimbursement for service to business firms may well be required, as is the case with other libraries, especially to provide services to many non-professional special librarians who demand extensive reference services from the library, sometimes beyond reasonable limitations. The Mount SAC librarian suggests setting up a formal agreement with libraries of the area, outlining guidelines and responsibilities of the members, and she foresees the avoidance of unnecessary duplication of materials and services that will benefit all participants. This suggestion reiterates the Boaz recommendation cited in Section VII.A., that a committee of cooperating librarians meet regularly with the goal of increasing interlibrary cooperation.

Cal Poly has plans to open a Continuing Education Center for businessmen in the near future, which should be of considerable interest to the public library. It may be a resource to which businessmen can be referred when appropriate, and it could provide an avenue of communication between libraries and businessmen concerned with facilitating the acquisition of needed information.

C. Special libraries.

Special libraries are often identified as giving the industrial information user the kind of personalized services that he prizes most highly. Their collections, however, are characterized as being narrow in scope but with considerable depth of penetration within their chosen fields. Special librarians have long recognized the limitations of their intensive but relatively small collections, and have an active interest in promoting interlibrary cooperation. They are forced to do a lot of borrowing from other libraries, and recognize that they too should be prepared to furnish information in return, if they want to maintain such relationships.

Because of limitations placed on access to many special library collections, and because of lack of knowledge of what they have, public libraries do not make as much use of special libraries as they might. In the effort to explore ways and means of bringing the total library resources of the community together to assist in providing service to the economic community, the library directors of the following organizations were interviewed about interlibrary cooperation:

Pasadena: Bell and Howell Research Laboratories
  and Consolidated Electrodynamics Corporation (same building)
Burroughs Corporation
Electro-Optical Systems, Inc.
Jet Propulsion Laboratory
Stanford Research Institute
Stuart Company, Division of Atlas Chemical Corporation
United Geophysical Corporation
U. S. Naval Undersea Warfare Center

Pomona: General Dynamics Corporation

The special libraries would like to make more use of the public library than they do. They describe their own weaknesses usually as being in the more general, non-technical fields in which the public library would be likely to collect material. Two of the special librarians estimated that they use the public library once a week, but the remainder use it less often, and some have not used it for years. Six of the special librarians identified weaknesses in the collection as being the reason they do not use the public library more often. One said the reference staff of the public library was too small in size to provide the kind of personalized service required, and another said she simply didn't know what was available from the public library, thereby reinforcing points made in other sections of this report.

The limited accessibility of the special library to the outside visitor was quite apparent. Many special libraries have problems of security regulations imposed by confidential government research work; others have managements who simply do not welcome the appearance of strangers on the premises. Thus the referral of requesters from the public library to a special library is definitely not encouraged. However, most of the special librarians said that special arrangements can be made, if necessary and justifiable, for outsiders to visit them by personal appointment with the head librarian. Justification would have to include the fact that the requester was a "serious" user, and that the material he needed was not available elsewhere.

Rather than have outsiders visit their libraries, the special librarians are most generous in supplying photocopies of material that is wanted. They prefer not to lend the original material, because it might be needed by their own clientele, and because of the paperwork details that are required, especially for government property or company property leaving the premises. To be fair to the special library, the public library should restrict such photocopy requests to satisfying the needs of "serious" users, and only for material not available from other sources without considerable difficulty or delay.

Five of the special libraries have a list of their serial holdings which they are willing to furnish to the public libraries, but all five (plus a sixth which doesn't have its own holdings list) are included in the Southern California union list,[27] so the separate holdings lists would be superfluous. Three of the special libraries do not have holdings lists and are not in the union list, but indicated their willingness to receive telephone inquiries from the public library about their possible holdings. As with the academic libraries, only a few special libraries produce acquisitions lists in a distributable form, and the usefulness of the lists to outsiders is questionable.

The replies to the question on how the public library might be of greater assistance to the business community were quite explicit. When we consider that these respondents represent their business firms as well as their libraries, we must examine their comments with special interest. The suggestions follow:

1. Collections.

   a. Strengthen the public library's collections above all.
   b. Add special collections, such as patents, military specifications, standards, trade catalogs, journals used infrequently by individual companies but often by the economic community as a whole.
   c. Maintain a collection of information on all companies in the local area, for potential markets.
   d. Improve the collection of government documents.
   e. Have circulating copies of non-circulating materials.

2. Services.

   a. Use other libraries on behalf of the requester; don't refer the requester to another library.
   b. Provide services which reduce the need to visit the library in person, such as telephone ordering, mailing, and delivery services.
   c. Provide a journal-locator service, based on collected union lists of holdings, telling who has what journals, and make the information available by telephone.
   d. Provide a borrower's card that can be used by any employee of a company, not limited to the residents of that city.
   e. Eliminate the red tape of collecting small charges; provide copies free of charge if possible.

3. Staffing.

   a. Increase reference staff so as to provide more personalized services to individuals.
   b. Be sure staff is service-oriented, with friendly, helpful attitudes.

4. Role of the public library.

   a. Fill the gap left by the academic libraries' reduction of services to business, as exemplified by UCLA's discontinuance of interlibrary loans to special libraries.
   b. Cater to the smaller firms, thereby complementing Cal Tech's services to larger firms.

It is remarkable, but not surprising, that so many of the above comments were also voiced by many businessman-respondents in this survey. These suggestions, coming from professional librarians whose careers have involved them in serving the needs of their firms for many years, have the ring of authenticity about them, and should be carefully considered when framing the public library's programs which are intended to serve the same sector of the community.

When asked for ideas on how to improve interlibrary cooperation between the public library and the special libraries, the special librarians came up with two basic ideas:

1. The public library should send its holdings list and acquisitions lists to the local special libraries, to inform them of what is available.

2. A council should be set up, including public and special librarians, to assist in arranging cooperative mechanisms. This suggestion is similar to the one made by the academic librarians for a similar council or committee of cooperating librarians, and again reiterates the first recommendation of the Boaz report.

In summarizing the present degree of interlibrary cooperation between public and special libraries, it is impossible to improve on the following quotation from Wheeler and Goldhor:[28]

> Many special libraries use also the resources of the public library and vice versa, though this interchange is undeveloped compared with its possibilities.

When one considers the "possibilities" of improved services to the community along with financial savings from avoidance of duplication of materials, one must commend the California State Library for providing leadership and stimulation to public and special librarians to develop some meaningful programs to make the dream a reality.

D. The Los Angeles Public Library.

The prominence of the Los Angeles Public Library in Southern California, serving as the research center for the public libraries of the area, extends also to the economic community, as indicated in Section II.C. on external information resources used by the business firms. The excellence of its collections was the most frequently named reason that so many users will endure the difficulties of transportation and parking to use that library. To explore present and proposed means for increasing interlibrary cooperation, interviews were conducted with the Director of the Central Library, the Head of the Science and Technology Department, and the Head of the Business and Economics Department.

All three were exceptionally helpful and cooperative, and were quite willing to share the benefits of their broad experience. It is apparent that their sincere desire to be of valued service to the community is one of the foundations of their success, along with the intelligence to have learned and developed many principles of library service from their years of service.

One of the most important ways that the Los Angeles Public Library can assist the smaller public libraries in the area is to continue to permit and encourage its staff members to offer personal guidance and assistance to their fellow librarians. In this way the Pasadena and Pomona library staff members who will be involved with increased service to business and industry can benefit from the experience of their colleagues at "L.A. Public," and can thereby avoid many of the pitfalls that would otherwise have to be learned from their own experience.

Just as the academic librarians said they would welcome the opportunity to refer more business firms to the Pasadena and Pomona Public Libraries for service, so the Los Angeles Public Library regards the proposal to strengthen local service to the economic community. As the smaller public libraries become more self-sufficient in this regard, the burden on the LAPL will be correspondingly reduced. They now provide service to many firms in those two cities and the other cities who are members of the Metropolitan Cooperative Library System.

Several projects are under way at the Los Angeles Public Library to explore further means for increasing interlibrary cooperation. One involves academic and special libraries as well as public libraries, and is concerned with providing greater access to libraries by establishing a small central office to act as a referral service or clearing house. It would collect information on the holdings of various libraries, and provide such information on request to inquirers. The idea is encouraged by the similar progress being made by cooperative public library systems on a smaller scale, and is modeled after the successful Metro system in New York. (One suggestion is to call this system Metro-Cal.) A representative from the Metropolitan Cooperative Library System has been included in the planning for this project, which will surely prove beneficial.

Another project is concerned with facilitating the provision of reference services from the Los Angeles Public Library to other public libraries selected for their geographical area or system responsibilities. The Pasadena Public Library would be a recipient because of its serving as Headquarters for the Metropolitan Cooperative Library System. The plan provides for specialist reference librarians located at the LAPL Central Library to serve the recipient libraries by means of teletype lines. It would actually provide implementation of the recommendation of the Martin-Bowler report that the LAPL serve as the research center for Southern California libraries. Needless to say, it will have great importance to the libraries of the Metropolitan Cooperative Library System.

One suggestion that arose from the interviews concerns the orientation of the staff members of the various public libraries in the area. The idea would be to have some interchange of staff members between libraries, to increase their knowledge of the collections, services, procedures, users, etc., that are present in other libraries with whom they have to deal during the course of the day. This should probably be limited to those staff members who are especially promising and library career-minded, and should result in broadening their horizons and understanding to the benefit of all parties concerned, including the library users.

Another suggestion would be to provide a regular messenger service between the Metropolitan Cooperative Library System and the Los Angeles Public Library. This messenger would not only pick up and return borrowed items, but should also have the capacities to locate, copy, and charge out items desired by the System libraries. The LAPL limitations on staff size force it to restrict somewhat the services they can provide, but they would welcome having a knowledgeable and reliable representative come in and use their collections directly, as this would entail little or no staff time or attention on their part. Some special libraries send representatives to use the LAPL collections in this way already, and it works out very well to the satisfaction of all.

In summary, the Los Angeles Public Library deserves praise for its ability to continue to satisfy so many diverse needs during times of financial and space limitations, for its desire to assist other librarians in benefiting from their experience, and for its sound proposals to strengthen interlibrary cooperation and the collective informational resources of the area.

E. Commercial services.

There are several commercial organizations in the area that offer specialized services in the field of providing information products. Two of these, the Pacific Technical Information Library and Global Engineering Documentation Services, Inc., were named most often by respondents when discussing their external sources of information. To assist in considering the potential role that commercial services might play in total interagency cooperation for the benefit of the economic community, brochures were obtained from these two organizations so as to get a detailed description of their services.

The Pacific Technical Information Library, which is a subsidiary of the Northrop Institute of Technology in Inglewood, was formerly the Pacific Aerospace Library of the American Institute of Aeronautics and Astronautics. It was founded in 1941 to provide documents and data for engineers and scientists in the aircraft industry. It offers telephone, mailing, and delivery services to companies of all sizes, and will provide or procure documents and microforms. Its collection contains over 7400 books, 5000 bound volumes, and 20,000 reports. A weekly index to current journal articles and reports is furnished on request.

Global Engineering Documentation Services, Inc., of Newport Beach, specializes in the provision of specifications, standards, and associated documents, within 24 hours after receipt of an order. Its brochure describes it as the "world's largest library of military and industrial specifications and standards since 1946," and says that it "subscribes and buys all documents from the Department of Defense, Government Printing Office and many other sources." It recently acquired the entire Aerojet General Military & Industry Specification and Standards Library to add to its own extensive collection.

Inasmuch as these two commercial sources have extensive collections designed to fill many of the needs of business and industry, and since they emphasize the kinds of speedy and convenient services that are highly prized by the business community, it is important that the public libraries of the area include them in their planning. In the first place, they can well be a source of material for the public library, in its endeavors to provide quick service to its local business firms. If the amount of ordering by the public library were substantial, perhaps discount prices might be available. Secondly, it may be more beneficial to cooperate with these commercial sources than to compete with them unnecessarily by duplicating their collections and services. Investigation might reveal that the public library could take advantage of these commercial services which are already available.

Just as cooperative arrangements are to be worked out with the academic libraries who charge fees for their interlibrary loans and photocopies, similar arrangements should be explored with the commercial services. In fact, their unique experience and viewpoints would be valuable to have at meetings of the library directors concerned with increasing interlibrary cooperation for the economic community.

F. The Metropolitan Cooperative Library System.

As members of the Metropolitan Cooperative Library System, the Pasadena and Pomona public libraries would naturally make the benfits of increased service to the economic community available to all other members of the system. The expanded collections, services, and staff would thus benefit business firms in all 16 member jurisdictions, even though most of the demand might naturally be expected from the two largest cities of the system. The Pasadena and Pomona libraries would thus serve as strong subject specialty libraries for the system, and the system's teletype and delivery mechanisms would be utilized to carry information between member libraries.

Because of the nature of the communities, the Pasadena Public Library should concentrate on the development of materials and services needed primarily by the financial, retail trade, and service sectors of the economic communities. The Pomona Public Library, on the other hand, should focus its attention on the development of collections and services devoted to the industrial and manufacturing sector.

Regardless of point of origin within the System, those requests which cannot be answered within the enlarged resources of the System would then be forwarded to the network composed of the Los Angeles Public Library and the other cooperating academic and special libraries in the area.

G. Conclusions and recommendations.

1. The public library should take on the role of being the first point of contact for the businessman who does not have his own special library but who needs some information. It will then be up to the public library to obtain the information from whatever sources need to be tapped, and this will often include the use of other libraries in the area on behalf of the requester. A good working knowledge of the holdings and regulations of the other libraries will be a necessity, so a thorough effort should be started to collect union lists and holdings

lists, along with the borrowing procedures to be followed for each potential lending library. Special libraries should be including along with academic libraries in this effort.

2. Investigation of the possible role of the public library as the coordinator of local library facilities should be pursued. Both the business firms and the area libraries that were contacted in this survey were quite receptive to the idea. In order to progress from cooperation to coordination, some agency must be willing to serve as the coordinator, and it was generally agreed that this function would be quite logical and fitting for the public library to assume, perhaps because it is responsible to serve the general public and not the relatively well-defined clienteles that are typical of the other kinds of libraries. The public library could thus provide the initiative and the responsibility that could make true interlibrary coordination a reality that would benefit everyone.

3. A committee of cooperating librarians should be established, which would include the directors of the public, academic, and special libraries of the area, as the group which would develop policies and procedures for increased cooperation and coordination. The group should include representatives of the Los Angeles Public Library and of various commercial documentation services as well, since they too would have much to contribute and much to gain from the committee's efforts. The committee could have as its primary objective the seeking of agreements on the clientele, collections, and services to be offered by each participating library. Although each member of the committee would feel a primary responsibility to his own clientele, he would also realize that by cooperation he will be enabled to provide even better service to that clientele. Furthermore, most of the library directors interviewed said they would welcome the opportunity to be able to refer members of the general public, who are not really entitled to services from academic and special libraries, to the public library for service, rather than try to continue to provide it themselves or turn the requesters away. Most librarians would naturally prefer to lend their materials and make their

facilities available to other librarians rather than the general public, because they feel a greater confidence that the materials will be returned on time and that the facilities will be used in a more expert fashion.

4. Some specific activities that the committee could initiate would include a mutual exchange of acquisitions lists, holdings lists, and union lists, and arranging for tours, meetings, and perhaps temporary exchanges between the staffs of the various libraries. Such actions would greatly increase the awareness of each library of the collections, services, and procedures that are unique to each of them. Many special libraries have restricted access, due to security or company regulations, but they indicated their great desire to try to accommodate other libraries in other ways than by direct visit, such as telephone service, interlibrary loans, photocopies, etc.

5. The public library should continue to maintain careful records of all its interlibrary transactions. These records can be useful in evaluating the program, planning for the future, and even providing a basis for possible reimbursements to libraries for excessive services rendered. Most special libraries have no mechanisms for accepting reimbursements in the form of cash, but other forms of reimbursement by exchange of publications or services could be worked out, if found necessary and desirable to do so.

6. Although all librarians surveyed were anxious to cooperate with one another, there was present a certain air of skepticism that perhaps this effort too would meet the fate of earlier attempts at enlarging interlibrary cooperation. The public library must be able to regenerate the enthusiasm and confidence in the project that are required if it is to be successful.

3

VIII. THE PROPOSED DEMONSTRATION PERIOD

A. Objectives.

As mentioned in Section I.A.1., this report covers the first year of a proposed three-year program to improve public library services to the economic community by marshalling the total library resources of the area to work together toward its accomplishment. The major objective of the demonstration project is to initiate total library service to the economic community embraced by the Metropolitan Cooperative Library System through the implementation of the recommendations contained in this study report.

The project is to demonstrate how the public library can operate as the primary point of contact between the economic community and the information resources held by all types of libraries and related agencies in the Metropolitan Cooperative Library System. The particular needs of the economic community are defined by market analysis in this study and attention has been called to the singular information needs and behavioral patterns of individuals in the economic community. The lack of such service at present and the general inadequacy of informational resources used by the economic community is documented in this study as well as in the earlier report by George S. Bonn.[1]

Fundamental to this project is the requirement for close cooperation and active support of all information sources in the service area. The Los Angeles area is rich in academic and special library resources but members of the economic community frequently are unaware of such sources of information or may have difficulty in gaining access. Therefore, a primary objective will be to gain necessary access through various means such as voluntary cooperation between types of libraries, exchanges of services or areas of responsibility and, where necessary, through agreements or contracts. The new Southern California Answering Network emanating from the Los Angeles Public Library should prove to be an additional factor in the potential success of the project because, as noted in this report, members of the economic community seem quite conscious of that library's resources and make use of them when possible.

A special objective will be to develop and enrich the existing services and collections, particularly in the Pasadena and Pomona Public Libraries, to serve as strong subject specialty libraries for the Metropolitan Cooperative Library System. These libraries have previously recognized the need for improved service to the economic community and have devoted substantial sums of funds to the purchase of basic materials.

Still another objective is based upon the fact that this study confirmed the theory expressed in the Bonn study, among others, that a major obstacle to public library use by businessmen is their lack of awareness of the public library's desire or ability to be of service to them. This study also revealed a clear relationship between a person's degree of awareness of such services and the amount of use he makes of them. Therefore, an intensified public information program designed to increase the community's awareness of the services will be conducted to test various media and methods to determine the most effective way, or ways, of encouraging the economic community to use specialized collections and services.

An attempt will also be made to identify specific subjects which merit further research and analysis. It is further anticipated that the project will initiate numerous innovations, some of which are described below. Periodic evaluation of the project is planned to provide a basis for continuing reinforcement and improvement of the initial service. It should be recognized that this user-oriented demonstration project provides a significant departure from the more conventional single library programs.

Because of its scope and potential, there is every reason to believe that the initial project will be but a first step in the evolution of a unique and much needed service which can be adopted by other library systems in the State.

In a number of instances, leaders in the economic community indicated that there was a possibility of private sector provision of financial support for a continuing program.

The direct result of this project should be the broadening of the visible role of the public library and the direct identification of the public library as an integral part of the support service required by the economic community. The specialized collections of the two libraries will be measurably improved and more experienced staff will be available for continuing service to the economic community. Numerous innovations will have been tested and, in all probability, new patterns of services will have evolved, including greater cooperation between various types of libraries. In this manner, the public library will become recognized as a viable and motivating force in the growth and expansion of the area's economic base.

B. Description of the project.

To carry out these objectives, the proposed project will utilize the Metropolitan Cooperative Library System's headquarters as a focal point of operations. The System's teletype network and delivery system will be fully utilized. Because of the nature of the communities, the Pasadena Public Library will concentrate on the development of materials and services needed primarily by the financial, retail trade, and service sectors of the economic communities. The Pomona Public Library will focus its attention on the development of collections and services devoted to the industrial and manufacturing sector. This division of labor corresponds with the respective economic communities described in Section I.D. of this study. Because of this specialization the Pasadena and Pomona Public Libraries will continue to serve as strong subject resource libraries for the Metropolitan Cooperative Library System following the demonstration phase.

In building the collections in the two libraries, primary attention will be given the addition of specialized services, serials and periodicals related to the economic community. Appropriate monographic material will also be added to keep the collections current in respect to the areas of concentration. Every effort will be made to avoid unnecessary duplication between the two libraries, and wherever possible, existing collections in other libraries or related agencies will be utilized as, for instance, in the case of military specifications, patents, and standards. This will eliminate the cost not only of materials, but also of the shelving and staff required for upkeep. Where relevant, material in microfilm will be preferred to bulky collections. To utilize the microfilm materials, appropriate reader-printer equipment will be purchased by the Pasadena and Pomona Public Libraries.

The operation of the special service anticipates that at the outset the bulk of the reference questions, subject requests, and materials requests will come from the economic communities of Pasadena and Pomona where initial publicity and programming will be concentrated. However, all members of the Metropolitan Cooperative Library System will benefit since they may refer appropriate requests to these two libraries also. Regardless of point of origin, those requests which cannot be answered within the enlarged resources of the System will be forwarded in a structured manner to the subject network composed of the Southern California Answering Network at the Los Angeles Public Library and the other cooperating academic and special libraries in the metropolitan area. Emphasis will be placed on quick and thorough response regardless of source.

A unique aspect of the project will be to test various methods of quick response between the library and individual businesses. This will utilize the existing teletype services and delivery system and will be further enhanced by a trial program using leased facsimile transmission equipment. Two such instruments will be installed - one in the Pomona Public Library and one in the Pasadena

Public Library - so that hard copy can be quickly and accurately transmitted, thereby strengthening the development of collections which do not duplicate one another. At least one other facsimile machine will be located on the premises of a firm where there is indication of intensive use of library materials. Depending upon the success of this initial venture, this piece of equipment may be moved from one firm to another so as to provide a limited profile of need and acceptability. This should help answer the frequently raised question as to how rapid service must be if it is to meet the needs of the businessman.

Local messenger delivery service will also be instituted in the two communities to provide for pickup and delivery of library materials used by the economic community. This is in response to the expression of interest in such service expressed by the respondents to this study.

The implementation of the proposed project will obviously create new patterns of service which should have value and be adaptable throughout the State as part of the development of public library service. The success of the project will in part rely upon interlibrary cooperation. This report indicates an awareness and desire for this cooperation in all types of libraries. While the mechanics need to be worked out in each instance, there have been preliminary pledges of support and willingness to find solutions to the problems relating to access. In essence, the project will create a type of service network which should have implications for the entire State and Nation.

This study noted the great interest expressed on behalf of the economic community. There was close cooperation in both cities between the survey team and the respective Chambers of Commerce. Newspaper publicity and stories in the Chamber publications further demonstrated interest. Realizing that the initiation of a program so broad in scope was but the first step, the respondents were asked a series of questions relative to methods by which an on-going program might be funded or at least partially funded by the economic community. Even though the interviewees could have little more than a very general idea of the pilot project and its meaning for them, many expressed willingness to give support in one way or another, as detailed in Chapter VI of this report.

C. Staff requirements.

The additional personnel requirements for the project would be as follows:

1 Project Director, working under the Metropolitan Library System Council, and headquartered at System Headquarters in Pasadena, who would be responsible for setting the policies, initiating the new services, providing general direction and supervision to other members of the project, establishing working cooperative arrangements between public, academic, and special libraries, exploring means for continuing financial support, and furnishing administrative and user-generated reports and recommendations to the System's Council.

1 Public Information Specialist, working under the Project Director in a staff capacity, responsible for the whole range of public information activities on a System-wide basis, including the publication and distribution of bulletins and other mailings to the economic community, and the utilization of mass media.

2 Project Coordinators, one each for Pasadena and Pomona, working under the Project Director, and responsible for community contacts, selection of materials, assistance in handling reference requests, and working with the other library staff members to shape the public library's services to fit community needs.

2 Reference Librarians, one each for Pasadena and Pomona, required to help absorb the anticipated increases in reference work that should result from this program.

2 Library Technicians, one each for Pasadena and Pomona, required to help absorb the increases in processing work that will result from a substantially greater acquisitions program.

1 Messenger, working out of System Headquarters, to provide pickup and delivery services between business firms, the public library, and other libraries, and also to use other libraries by finding, copying, and extracting information needed.

D. Budget estimates.

1. Salaries. For the personnel listed in the preceding section, the total annual salaries are estimated at $91,200, which includes an allowance for fringe benefits in addition to basic rates of pay.

2. Materials. The amount that will be required to enrich the collections as indicated is estimated at $37,000 for each year. This figure allows for a 50 per cent increase in the present expenditures of the two libraries for items in the fields of business, science, and technology. It also provides for the acquisition of the microfilm materials mentioned earlier, an adequate film rental program, and the binding of periodicals that are important for retention.

3. Operating expenses. This category includes allowances for mileage reimbursements, printing and postage (including all the direct mailings), communications (including leased telefacsimile equipment), travel allowances, etc., and is estimated at $21,300 per year.

4. Equipment. This item includes an allowance for additional shelving that is required to house the expanded collections, and for microfilm reader-printers. The costs are estimated at $4,800 for the first year and $1,200 for the second year.

5. Total budget. Thus the total estimated expenditures for the project are $154,300 for the first year and $150,700 for the second year, making a grand total of $305,000 for the entire two-year demonstration period.

E. Summary and conclusions.

At the end of the proposed demonstration program, there should be considerable evidence as to the effect access to total library resources and services may have on the economic community. After the program has proven successful, effort will then be made to intensify the services provided the economic community through the Metropolitan Cooperative Library System. Given sufficient proof of its value there is reason to believe, supported by information in this report, that adequate financial support can be secured from the private sector to continue this improved level of service. Furthermore, improved and specialized collections and services will have evolved in two of the Metropolitan Cooperative Library System libraries. The channels for total library service in a specialized area will have been opened and tested, adding immeasurable strength to the System's service capabilities. In effect, a new subject network will have been formed which can be utilized by all members of the Metropolitan Cooperative Library System in giving service to their respective economic communities.

IX. CONCLUSION

Many of the recommendations made in this report are not new, but have been voiced by experienced librarians for many years. The contribution of this study may be found not so much in the uniqueness of specific recommendations, but in three other directions:

1. The recommendations are based on an objective market analysis study of the users themselves, and less on subjective recollections or impressions of individual librarians, no matter how wise and correct those individuals may be. The conclusions now have the additional weight of evidence behind them, and therefore should be accepted more readily by those who make policy decisions which affect the libraries of our communities.

2. The survey results should be especially applicable to the localities surveyed. Although many of the findings might well be relevant to other areas as well, each community should perform some kind of market survey of its own as the basis for planning (and later evaluating) its library service.

3. The suggested role of the public library to function as a company library for the economic community, particularly for the great majority of small and medium sized firms who have little or no internal information resources of their own, can be a fundamental guideline for public library planning. In its serving as the primary point of contact between the businessman and the world of information, the library can relieve the businessman of the fruitless searching, wondering about, and usually doing without the information he needs, and the economic well-being of the entire community should be correspondingly enhanced. The public library can also be the motivating, coordinating, and continuing force that will unite all the area's libraries to work more closely together toward the pursuit of the common good.

The need, the challenge, and the opportunity are all present and waiting for us. There is a virgin territory of information services needed by the economic community, in whose welfare we all have a stake.

APPENDIX I: LIST OF FIRMS INTERVIEWED

A. PASADENA AREA

Subject categories of Chamber of Commerce Directory

Advertising
Architects
Associations
Attorneys
Banks
Contractors - Building
Cosmetics
Data Processing Equipment Mfg.
Department Stores
Electronic Manufacturers
Employment Opportunities
Frozen Foods
Geophysical Exploration and Research
Industrial Research
Insurance
Investments
Markets
Office Equipment and Supplies
Printers
Research and Development
Savings and Loan Associations
Telephone Companies
Utilities

Firms

Allstate Insurance Company
Alpha Beta Acme Markets, Inc.
Avon Products, Inc.
Bank of America
Burroughs Corporation
California Consumers Corporation
California Savings and Loan League
Citizens Commercial Trust and Savings Bank
Consolidated Electrodynamics Corporation
The O. K. Earl Corporation
Electro-Optical Systems, Inc.
Employment Research Agency
Glendale Federal Savings and Loan Association
Culver E. Heaton and Associates
House of Printing
Independent Star-News
Industrial Office Supply
Jet Propulsion Laboratory
Merrill Lynch, Pierce, Fenner and Smith, Inc.
Pacific Mutual Life Insurance Company
Pacific Telephone and Telegraph Company
Pasadena Federal Savings and Loan
J. C. Penney Co., Inc.
Resdel Engineering Corporation
J. W. Robinson Company
Ross, Woodson, Millard, Ryburn, and Burke
Southern California Edison Company
Stanford Research Institute
United Geophysical Corporation
Wells Fargo Bank (formerly Bank of Pasadena)

APPENDIX I: LIST OF FIRMS INTERVIEWED (cont.)

B. POMONA AREA

Subject categories of Chamber of Commerce Directory

Accountants & Bookkeepers
Attorneys
Banks
Credit Bureaus
Credit Unions
Department & Variety Stores
Engineers
Insurance
Investment Companies
Manufacturers
Newspapers
Office Supplies & Equipment
Organizations & Associations
Radio Stations
Real Estate
Savings & Loan Associations
Travel Agencies
Utilities

Firms

Alad Corporation
Allard, Shelton and O'Connor
Booth Brothers
Brogdex Company
Buffum's Pomona
Burlington Hosiery Company
California Credit Union League
Case, Summers, Hardy and Company
Credit Bureau of Pomona
Electronic Specialty Company
Electro-Optical Systems
Freightliner Corporation
Garden State Paper Company
General Dynamics/Pomona
General Telephone Company
Howmet Corporation
Industrial Measurements Corporation
Inland Bank
KKAR Radio Station
Lampman and Associates
Los Angeles County Fair Association
McCombs Securities Co., Inc.
Miller Swivel Products, Inc.
New York Life Insurance Company
Northwest Paper Company
Orange Belt Emporium
Pascoe Steel Corporation
Plastic Stamping and Machining, Inc.
Pomona First Federal Savings and Loan
Pomona Molds
Pomona Tile Manufacturing Company
Progress Bulletin
Retail Clerks Union
SDS Printed Circuits
Sears Roebuck and Company
Southern California Edison Company
Stockwell and Binney
United California Bank
Wayne Manufacturing Company
World Travel Bureau

APPENDIX II: RESPONDENTS TO MAILED QUESTIONNAIRE

A. PASADENA AREA

Subject categories of Chamber of Commerce Directory

Accountants
Actuarial Consultants
Advertising Agencies
Aircraft & Missile Equipment
Appliance Dealers
Architects
Attorneys
Banks
Contractors - Heating
Department Stores
Electronic Instruments
Electronic Manufacturers
Engineers - Consulting
Engineers - Mechanical
Gas-Oil Distributors
Hospitals
Insurance
Interior Design
Investments
Newspapers
Office Equipment & Supplies
Opticians
Optometrists
Petroleum Engineering
Printers
Publicity - Public Relations
Real Estate
Real Estate Loans
Research and Development
Savings & Loan Associations
Surgical Appliances
Utilities
Valves
Voltmeters

Firms

Air Logistics Corporation
Altadena Federal Savings and Loan Association
The Altadenan/Pasadenan
Atlantic Richfield Company
Avery Products Corporation
Boyle, Atwill and Stearns
C. G. Brown Company
H. Douglas Byles
California Federal Savings and Loan Association
Coates, Herfurth and England
George H. Coffin and Son
Conrac Corporation
Converse, Davis and Associates
Ennis and Rose
John Galbraith and Associates, Inc.
Haver and Emerson, Inc.
Arthur Heimann and Sons
Nancy Hoskins
Lieberg's
Lowes, Inc.
Madison Avenue West
Roland Maxwell
J. R. McKnight and Associates
Nack and Sunderland
New York Life Insurance Company
Northwestern Mutual Life Insurance Company
P.A.M. Appliances
Frank S. Parker
Parker, Towle and Thompson
Pasadena Community Hospital
Recordplate Company, Inc.
Southern California Gas Company
The Tyner Company
United California Bank
Voltron Products, Inc.
Wood and Jones
16 respondent firms did not identify themselves

APPENDIX II: RESPONDENTS TO MAILED QUESTIONNAIRE (cont.)

B. POMONA AREA

Subject categories of Chamber of Commerce Directory

- Accountants and Bookkeepers
- Architects
- Attorneys
- Banks
- Contractors, Building and General
- Department and Variety Stores
- Employment Agencies
- Engineers
- Insurance
- Investment Companies
- Labor Relations Consultants
- Manufacturers
- Office Supplies and Equipment
- Organizations and Associations
- Printers and Typesetters
- Real Estate
- Utilities

Firms

- Fred L. Ashton
- Automobile Club of Southern California
- Elwell Averbeck Company
- Baker Personnel
- Beauban Builders, Inc.
- Frank Charles Realty Company
- Hart Realty Company
- Hinman and Company
- Lightfoot and Kearney
- Moran and Nuss
- National Cash Register Company
- Walston and Company, Inc.
- Paul Whaley and Associates

14 respondent firms did not identify themselves

APPENDIX III. A: INTERVIEW QUESTIONNAIRE (BUSINESS FIRMS)

A. Identification details.

1. Name of firm:

2. Location:

3. Name and title of interviewee:

4. Nature of work:

   a. Products or services:
   b. Processing methods:
   c. Raw materials used:
   d. Marketing activities:
   e. Research activities:

5. Size and breakdown of staff:

6. Parent organization & location:

7. Number of years in this city:

B. Information needs & usage.

1. Methods used to keep abreast of current developments in the field:

2. Methods used for retrospective information:

3. How far back in time is information needed:

4. "Typical" information needs; most recent information problem & how solved:

5. Level of speed acceptable from the Public Library:

6. Need for information about foreign countries:
   Which countries?
   Kinds of information needed:

7. Information needs & uses by various levels of workers within the firm:

8. Most typical subject needs:
   ____ Basic sciences; which?
   ____ Technological fields; which?
   ____ Management fields; which?
   ____ Other fields; which?

9. Types of publications the Public Library should provide for the needs of your firm:

   ____ Books on science and technology.
   ____ Books on management subjects.
   ____ Journals on science and technology.
   ____ Journals on management subjects.
   ____ Directories of people and organizations.
   ____ Legal and tax looseleaf services.
   ____ Abstracting and indexing publications.
   ____ Audio-visual items (recordings, films, etc.)
   ____ Handbooks and tables.
   ____ Standards.
   ____ Specifications.
   ____ Government documents.
   ____ Economic statistics.
   ____ Patents.
   ____ Trade catalogs.
   ____ Trade journals.
   ____ Other types; which ones? ________________________________

2.

C. Internal information resources:

1. Description of internal information facilities:

2. Expenditures for publications:

3. Strengths of internal information resources:

4. Weaknesses of internal information resources:

5. Role of the internal information resources:

6. Person responsible for internal information facilities:

7. Number & classification of information staff:

D. External information resources:

1. Outside information sources used by firm this year:

_____Suppliers of equipment or materials.
_____Local Chamber of Commerce.
_____Small Business Administration.
_____Other Government agencies; which?_____
_____College professors or laboratories.
_____College or university library; which?_____
_____Public Library; which?_____
_____Library of another organization; which?_____
_____Other important outside information sources; which?_____

2. Role & evaluation of the above sources:

3. Order of likelihood of use of the above libraries:

4. Person responsible for contacting outside sources of information:

5. Company policy on allowing library use on company time:

APPENDIX III. A: INTERVIEW QUESTIONNAIRE (BUSINESS FIRMS) (cont.)

E. Public Library usage:

1. How many times used in 1968 for business purposes:

2. Most recent instances of use:

3. Usual purposes of use:

4. Some reasons not used more often for business purposes:

5. Persons who use it for the firm:

6. Use for non-business purposes; which?

   Name of library:

   How often used in 1968 for non-business purposes:

   Used for business purposes on own time?

7. Things you don't like when you use the Public Library:

8. Things you especially like about it:

9. Some ways in which the Public Library could be of assistance to business & industry: (Role.) (What would you continue to do for yourself, & what could the Library do for you?)

10. Willingness to support such a service:

a. Giving your surplus magazines to the library? Yes_____. No_____.
b. Purchasing a subscription to information announcements put out by the library? Yes____. No____.
c. Paying a charge for each transaction, such as loans, lengthy searches, etc.? Yes____. No____.
d. Paying an annual membership fee for these services? Yes_____. No_____.
e. Making a grant or gift to support this service? Yes_____. No_____.
f. Receiving calls from the Reference Librarian for information on your specialty? Yes___. No___.

11. Degree of awareness of services & facilities presently available:

12. How might the Public Library publicize its services & facilities better than it does?

13. An effective way for the Public Library to reach the employees of your firm who have information needs:

14. Would you like to be on a mailing list for library announcements & a copy of the results of this survey?
    Appropriate liaison contact:
    Other appropriate individuals:

APPENDIX III. B: MAILED QUESTIONNAIRE (BUSINESS FIRMS)

PASADENA/POMONA COMMUNITY LIBRARY SURVEY OF

INFORMATION SERVICES TO BUSINESS AND INDUSTRY

Dear Sir:

November, 1968

The Public Libraries of Pasadena and Pomona need your help in deciding how to improve their information services to business and industry in the two communities. Would you please take a few moments to check off your answers to the following questions, and return the questionnaire to the library surveyor in the stamped envelope? Please feel free to use the reverse side for additional comments. You needn't identify your firm unless you wish to do so. We appreciate your cooperation.

1. First, may we have a few facts about your company?

   a. Total number of employees at this location:____________________
   b. How many years has your firm been located in this city?____________________
   c. Job title of person answering this questionnaire:____________________
   d. Job title of person in your firm who usually contacts the outside sources of information that may be needed by your firm:____________________

2. What types of outside information sources has your firm used this year?

   _____Suppliers of equipment or materials.
   _____Local Chamber of Commerce.
   _____Small Business Administration.
   _____Other Government agencies; which?____________________
   _____College professors or laboratories.____________________
   _____College or university library; which?____________________
   _____Public Library; which?____________________
   _____Library of another organization; which?____________________
   _____Other important outside information sources; which?____________________
   ____

3. About how many times in 1968 has your firm made use of the Public Library for information relating to your business?

   Not this year_____
   Once or twice_____
   3 to 6 times_____
   7 to 10 times_____
   Over 10 times_____

4. What are some reasons you don't use the local Public Library more often for business purposes?

5. About how many times in 1968 have you used a Public Library for non-business (personal or family) purposes?

   Not this year_____
   Once or twice_____
   3 to 6 times_____
   7 to 10 times_____
   Over 10 times_____

6. Which Public Library do you generally use for non-business purposes?____________________

7. What are some things you don't like when you use the Public Library?

8. What are some ways in which you would like to see the Public Library assist business and industry?

9. How would your firm most likely use the service?

   _____By personal visits to the library to read publications.
   _____By telephone calls to the library for reference service.
   _____By having library announcements sent to you.

(please continue on next page)

APPENDIX III. B: MAILED QUESTIONNAIRE (BUSINESS FIRMS)(cont.)

10. What level of speed of information service would your firm generally require?

____Would need the information in a few hours, in most cases.
____Could wait 24 hours for the information, in most cases.
____Two-day or three-day service would be acceptable, in most cases.
____One-week service would be acceptable, in most cases.

11. What would be your most typical subject needs?

____In the basic sciences; which ones?____________________
____In technological fields; which ones?____________________
____In management fields; which ones?____________________
____In other subject fields; which ones?____________________

12. How many years should the Public Library retain back issues of periodicals in your field?

____Keep the current year only.
____Keep the past 5 years.
____Keep the past 10 years.
____Keep more than 10 years; how many years?__________

13. What types of materials should the Public Library provide for the needs of your firm?

____Books on science and technology.
____Books on management subjects.
____Journals on science and technology.
____Journals on management subjects.
____Directories of people and organizations.
____Legal and tax looseleaf services.
____Abstracting and indexing publications.
____Audio-visual items (recordings, films, etc.)
____Other types; which ones?____________________

____Handbooks and tables.
____Standards.
____Specifications.
____Government documents.
____Economic statistics.
____Patents.
____Trade catalogs.
____Trade journals.

14. Does your firm have a need for information about foreign countries? Yes____. No____.
If so, which countries?____________________
Kinds of information needed:____________________
____

15. Would your firm be willing to support the Public Library's special information service by:

a. Giving your surplus magazines to the library? Yes____. No____.
b. Purchasing a subscription to information announcements from the library? Yes____. No____.
c. Paying a charge for each transaction, such as loans, lengthy searches, etc.? Yes____. No____.
d. Paying an annual membership fee for these services? Yes____. No____.
e. Making a grant or gift to support this service? Yes____. No____.
f. Receiving calls from the Reference Librarian for information on your specialty? Yes____. No____.

16. How would you rate your own awareness of the services and facilities presently available at your Public Library?

____Very much aware.
____Moderately aware.
____Slightly aware.
____Unaware.

17. What would be an effective way for the Public Library to reach the employees of your firm who have information needs?

18. Would you like to be on a mailing list for library announcements and a copy of the results of this survey? If so, please furnish details below. (Use reverse side if there are additional names.)

Name of individual:____________________Title:__________
Name of firm:____________________
Street address:____________________City & ZIP__________

THANKS AGAIN FOR YOUR ASSISTANCE!!

APPENDIX III. C: INTERVIEW QUESTIONNAIRE (ACADEMIC LIBRARIES)

A. General background information.

1. Name of institution.
2. Name of interviewee, and title.
3. Departments relevant to Business and Industry.
4. Strengths of collection.
5. Weaknesses of collection.
6. Policy of cooperation with business firms.
7. Policy of cooperation with other libraries.
8. Policy of cooperation with the public library in particular.

B. Practices.

9. Services provided to business and industry (kinds and amounts).
10. Services provided to the public library (kinds and amounts).
11. Accessibility of the library to the public.
12. Hours of service.
13. Conditions of use of the library, including fees.
14. Loans, borrowers' cards, circulation regulations.
15. Photocopying services and fees.
16. Other practices relevant to business and industry.

C. Use of the public library.

17. Number of times used in 1968.
18. Description of most recent instance of use.
19. Usual purposes of use.
20. Reasons the public library is not used more often.
21. Other undesirable features of the public library.
22. Things that are especially liked about the public library.
23. Suggested ways the public library could assist business and industry.

D. Increased interlibrary cooperation.

24. Availability of holdings list; appearance in union lists.
25. Availability of acquisitions lists.
26. Evaluation of existing cooperation with the public library.
27. Ways and means to increase interlibrary cooperation.
28. Name and title of liaison person for public library to contact.

E. Descriptive material.

29. Take copies of brochures, announcements, etc., relevant to above topics.

APPENDIX III. D: INTERVIEW QUESTIONNAIRE (SPECIAL LIBRARIES)

A. Information obtained from the librarian as part of the interview of the firm.

1. General background information.

    a. Name of institution.
    b. Name and title of interviewee.
    c. Strengths of collection.
    d. Weaknesses of collection.

2. Use of the public library.

    a. Number of times used in 1968.
    b. Description of most recent instance of use.
    c. Usual purposes of use.
    d. Reasons the public library is not used more often.
    e. Other undesirable features of the public library.
    f. Things that are especially liked about the public library.
    g. Suggested ways the public library could assist business and industry.

3. Increased interlibrary cooperation.

    a. Name and title of liaison person for public library to contact.

B. Additional questions asked of special librarians interviewed.

1. General background information.

    a. Policy of cooperation with the public library.

2. Practices.

    a. Services provided to the public library (kinds and amounts).
    b. Accessibility to the public.
    c. Hours of service.
    d. Conditions of use of the library.
    e. Loans, circulation regulations.
    f. Photocopying services and fees.

3. Increased interlibrary cooperation.

    a. Availability of holdings list; appearance in union lists.
    b. Availability of acquisitions lists.
    c. Evaluation of existing cooperation with the public library.
    d. Ways and means to increase interlibrary cooperation.

4. Descriptive material.

    a. Take copies of brochures, announcements, etc., relevant to above topics.

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